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# Budget for the United Nations Support Office in Somalia for the period from 1 July 2016 to 30 June 2017

## Report of the Secretary-General

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*Summary*

The present report contains the budget for the United Nations Support Office for Somalia (UNSOS) for the period from 1 July 2016 to 30 June 2017, which amounts to $583,376,100.

The budget provides for the deployment of 21,586 military contingent personnel, 120 African Union Mission in Somalia (AMISOM) police officers, 420 AMISOM formed police personnel, 400 international staff, 200 national staff, 21 United Nations Volunteers and 6 government-provided personnel.

The total resource requirements for UNSOS for the financial period from 1 July 2016 to 30 June 2017 have been linked to the UNSOS objective through a number of results-based frameworks, organized through the support component. The human resources of UNSOS, in terms of the number of personnel, have been attributed to the support component.

The explanations of variances in resource levels, both human resources and financial resources, have been linked, where applicable, to specific outputs planned by UNSOS.

**Financial resources**

**(Thousands of United States dollars. Budget year is from 1 July to 30 June.)**

| *Category* | *Expenditures (2014/15)* | *Apportionment[a] (2015/16)* | *Cost estimates (2016/17)* | *Variance* | |
|---|---|---|---|---|---|
| | | | | *Amount* | *Percentage* |
| Military and police personnel | 110 740.5 | 117 139.6 | 151 141.4 | 34 001.8 | 29.0 |
| Civilian personnel | 51 871.3 | 54 351.2 | 60 642.6 | 6 291.4 | 11.6 |
| Operational costs | 323 276.9 | 341 937.5 | 371 592.1 | 29 654.6 | 8.7 |
| **Gross requirements** | **485 888.7** | **513 428.3** | **583 376.1** | **69 947.8** | **13.6** |
| Staff assessment income | 4 582.1 | 4 702.9 | 5 060.0 | 357.1 | 7.6 |
| **Net requirements** | **481 306.6** | **508 725.4** | **578 316.1** | **69 590.7** | **13.7** |
| Voluntary contributions in kind (budgeted) | – | – | – | – | – |
| **Total requirements** | **485 888.7** | **513 428.3** | **583 376.1** | **69 947.8** | **13.6** |

[a] Includes financial resources for 13 posts (1 P-3, 1 Field Service, 3 National Professional Officers and 8 national General Service) in respect of the Regional Service Centre at Entebbe, which were included in the approved budget for the 2015/16 period. For the 2016/17 period, these requirements are reflected in the proposed budget for the Centre, in accordance with General Assembly resolution 69/307.

**Human resources**[a]

| | *Military observers* | *Military contingents* | *AMISOM police* | *AMISOM formed police units* | *International staff* | *National staff*[b] | *Temporary position*[c] | *United Nations Volunteers* | *Government-provided personnel* | *Total* |
|---|---|---|---|---|---|---|---|---|---|---|
| **Military** | | | | | | | | | | |
| Approved 2015/16 | – | 21 586 | 120 | 420 | – | – | – | – | – | **22 126** |
| Proposed 2016/17 | – | 21 586 | 120 | 420 | – | – | – | – | – | **22 126** |
| **Net change** | – | – | – | – | – | – | – | – | – | – |
| **Component** | | | | | | | | | | |
| Provision of logistical support | | | | | | | | | | |
| Approved 2015/16[d] | – | – | – | – | 273 | 189 | 3 | 18 | – | **483** |
| Proposed 2016/17 | – | – | – | – | 400 | 200 | – | 21 | 6 | **627** |
| **Total** | | | | | | | | | | |
| Approved 2015/16[d] | – | – | – | – | 273 | 189 | 3 | 18 | – | **483** |
| Proposed 2016/17 | – | – | – | – | 400 | 200 | – | 21 | 6 | **627** |
| **Net change** | – | – | – | – | **127** | **11** | **(3)** | **3** | **6** | **144** |

[a] Represents highest level of authorized/proposed strength.
[b] Includes National Professional Officers and national General Service staff.
[c] Funded under general temporary assistance.
[d] Excludes 13 posts in respect of the Regional Service Centre at Entebbe.

The actions to be taken by the General Assembly are set out in section IV of the present report.

# I. Mandate and planned results

## A. Overall

1. The mandate of the United Nations Support Office for the African Union Mission in Somalia (UNSOA) was established by the Security Council in its resolution 1863 (2009) and extended in subsequent resolutions of the Council. The most recent extension of the mandate, until 30 May 2016, was authorized by the Council in its resolution 2232 (2015).

2. UNSOA has been mandated to help the Security Council achieve an overall objective, namely, that of continuing to provide a logistical support package for the African Union Mission in Somalia (AMISOM), as called for by the Council in its resolution 1863 (2009) and expanded in resolutions 1872 (2009), 1910 (2010), 1964 (2010), 2010 (2011), 2036 (2012), 2073 (2012), 2093 (2013), 2124 (2013) and 2245 (2015).

3. The Security Council, by its resolution 2102 (2013), established the United Nations Assistance Mission in Somalia (UNSOM), with its headquarters in Mogadishu, and with UNSOA as a part of the integrated mission, providing administrative, financial and technical services support to the integrated mission across Somalia. The Council, in its resolution 2232 (2015), extended the mandate of UNSOM until 30 March 2016.

4. The Security Council, in its resolution 2124 (2013) requested UNSOA to support the Somali National Army (SNA) through the provision of food and water, fuel, transportation, tents and in-theatre medical evacuation on an exceptional basis for joint SNA operations with AMISOM. The Council decided that funding for this support would be provided from an appropriate United Nations trust fund.

5. In its resolution 2245 (2015), the Security Council, in view of the expansion of UNSOA since its establishment in 2009, decided that UNSOA should bear the name of the United Nations Support Office in Somalia (UNSOS); and also decided that UNSOS would be responsible for support to AMISOM, UNSOM and the Somali National Army on joint operations with AMISOM. The direct support for assistance to SNA would be funded from an appropriate United Nations trust fund with UNSOS personnel responsible for ensuring the delivery of the SNA support package and its compliance with the human rights due diligence policy on United Nations support to non-United Nations security forces (HRDDP).

## B. Planning assumptions and mission support initiatives

6. Before the adoption of Security Council resolution 2245 (2015), UNSOA provided logistical support to AMISOM and UNSOM through its headquarters and main logistics base in Mogadishu, as well as offices and bases in Nairobi and Mombasa, Kenya, and support hubs in the AMISOM sectors in Somalia. The operations in Somalia managed implementation and tactical activities while those in Nairobi focused on policy, financial management, strategic planning, administrative functions, and transactional back-office activities.

7. Overall, UNSOA was successful in the implementation of its mandate through effectively supporting the consolidation of the expansion of AMISOM which had

been authorized by the Security Council in its resolution 2124 (2013) and the military offensive against Al-Shabaab, and through reinforcing the consolidation of UNSOM in Somalia, and supporting its substantive work and its move to a new interim headquarters.

8. Mandate implementation was achieved by utilizing a mix of service modalities which included a light footprint of staff, commercial third-party vendors, and AMISOM troops to provide services in theatre.

9. The Secretary-General, in his letter dated 7 October 2015 to the President of the Security Council (S/2015/762), recommended that all efforts of the international community in Somalia should be aligned to support the political process, with a view to bringing peace and stability to the country in the long term. In particular, efforts on the security front should be aimed at creating and preserving an enabling environment for the political, peace and reconciliation process to unfold. This approach was endorsed by the Council in its resolution 2232 (2015).

10. In the same resolution, the Security Council requested the Secretary-General to carry out a strategic review of UNSOA. The strategic review assessed the performance of UNSOA against the core objectives for the delivery of field support, namely, effectiveness, responsiveness, efficiency and responsible stewardship. In its resolution 2245 (2015), the Council welcomed the recommendations of the review. In the same resolution, as noted above, the Council changed the name of UNSOA to the United Nations Support Office in Somalia (UNSOS).

11. Looking forward, UNSOS will continue to operate in a volatile and extremely dangerous environment. The political context is of a vast complexity, encompassing a Federal Government that is instituting a federal political system and its complementary institutions across an extensive territory while dealing simultaneously with insecurity and violent extremism on a large scale. This translates into unique security, operational and programme delivery challenges for the United Nations effort to "stay and deliver" in partnership with the African Union.

12. In this environment, the role and impact of field support as a strategic enabler of peace operations have grown significantly, while the logistical enabling environment has remained weak and fragile, challenged by insecurity and a lack of access to major supply routes.

13. The delivery of support to the AMISOM and UNSOM mandates has taken place in an extremely non-permissive environment, framed by the significantly higher operational intensity of AMISOM and Somali National Army operations compared with that of standard United Nations peacekeeping operations. UNSOS is now mandated to support both very high intensity military operations and highly mobile political engagement in an operating environment that has become much more complex logistically and more difficult in terms of security challenges.

14. The planning assumptions set out below for the 2016/17 period take into consideration the volatile environment in which UNSOS operates, and are aligned with the observations and recommendations of the Secretary-General which were welcomed by the Security Council in its resolution 2245 (2015).

15. UNSOS will continue to provide support to AMISOM through sector headquarters, battalion headquarters and major locations, including Mogadishu, Kismaayo, Baidoa, Belet Weyne, Jowhar and Baledogle. UNSOS, with force

protection, will be responsible for delivery along the main supply routes to the sector hubs and battalion headquarters locations and AMISOM will be responsible for carrying the delivered goods forward from those points using its own capacity.

16. UNSOA was able to deliver very efficient services by pioneering the "light footprint" concept and outsourcing model. This approach has brought real gains and flexibility for operating in high-risk environments, enabling an increase in the programmatic footprint on the ground; and UNSOS will continue to use the same light-footprint concept by utilizing a mix of service modalities which include mobile staff, commercial third-party vendors, and AMISOM troops to provide in-theatre services.

17. However, the strategic review found that UNSOA was unable to fully meet the demands placed upon it, including through the inability to provide certain services or goods at short notice or in remote locations. Accordingly, UNSOS will address these challenges through the following: (a) introduction of supply chain and service delivery; (b) implementation of the recommendations of the strategic review; and (c) a proposed increase in the civilian staffing component. The implementation of these three elements, including strengthening the leadership of UNSOS, is discussed in detail in the results-based-budgeting frameworks section of the present report.

18. The light-footprint strategy will continue to be implemented through a corresponding outsourcing of service requirements. Based on a gap analysis of requirements for enabling enhanced effectiveness in providing support to AMISOM and UNSOM, it is proposed that the increased staffing level be complemented by outsourced services.

19. UNSOS will continue to upgrade existing facilities and commence the construction of new accommodations for UNSOS and UNSOM staff in Somalia. In addition, the plan is to construct living accommodations for AMISOM civilians, staff officers, and AMISOM individual police officers in Mogadishu, as well as the AMISOM Force Headquarters (hard-wall), to include approximately 150 workstations. This will be phase II of the minimum operating security standards-compliant accommodation project, which is expected to be fully implemented by the end of the period 2019/20. In the sectors, UNSOS plans to construct approximately 14 field kitchens, and provide support to AMISOM in the construction of up to 11 battalion camps for the troops that are currently located at forward positions or temporary locations. The sector hubs will be finalized in the 2015/16 period and will require security and other improvements during the 2016/17 period, including expansion and upgrading of hard-wall accommodations for United Nations civilians in Baidoa, Belet Weyne, Baledogle and Dhobley. In areas without sufficient accommodation, UNSOS will continue renting space. Facilities management, waste management, the wastewater programme and environmental services will be significantly enhanced. Phase II of the Mombasa Support Base will be implemented in the 2017/18 period and will be finalized at the new location adjacent to Mombasa International Airport. The project will include the central warehouse, office facilities and a support building.

20. Out of the construction projects mentioned above, the following three activities are budgeted at more than $1 million in the 2016/17 period: (a) construction of the AMISOM Force Headquarters (hard-wall, $7.4 million) and (b) the new Mombasa Support Base ($1.9 million), both of which are planned for implementation over several years; and (c) implementation of construction projects in Somalia, the

contract for which will be an estimated $2.8 million, and for which UNSOS is planning to use project management services provided by a third party.

21. Cargo movements will continue to be handled through direct delivery of goods to the Mogadishu Logistics Base, as well as through the rental of cargo space from Mombasa to Mogadishu and Kismaayo. Sector 2 will be supported by road from Mombasa, whereas resupply to sectors 3, 4 and 5 (headquartered in Baidoa, Belet Weyne and Jowhar, respectively) within Somalia will be through road transport from the Mogadishu Logistics Base to Baidoa, Jowhar, Baledogle and Belet Weyne twice per month.

22. Warehouse operations in Mogadishu and Mombasa will be handled by United Nations staff and will utilize United Nations-owned operational equipment with complementary outsourcing of required services, including labour, material handling equipment and storage. UNSOS will implement an integrated, centralized warehouse and distribution strategy complemented by sector distribution hubs.

23. The rations contractor has commenced full turnkey services to sector and battalion headquarters in accordance with the amended contractual agreement, which will reduce the reliance on commercial third-party logistics providers in theatre. The fuel contractor will continue to provide turnkey services to sector and battalion headquarters.

24. UNSOS communications and information technology services will continue to change from current corporate C-Band satellite services to L-Band services, which offer low-latency and high-bandwidth solutions at lower cost. L-Band services will also provide a limited welfare Internet facility to AMISOM. The communications and technology services backbone, which was extended across south-central Somalia in 2014/15, will ensure secure communications to each battalion/subunit location and maintenance of services to UNSOM offices. UNSOS communications and information services will pilot the use of television white spaces to provide low-cost Internet to AMISOM outside major hubs.

25. The UNSOS and AMISOM air transport fleet will grow through the addition of one military helicopter, bringing the total to five military helicopters, seven civilian helicopters and four civilian fixed-wing aircraft. The aviation component will provide essential services for passenger movement, aero-medical evacuations and urgent resupply to areas that are not accessible by road. UNSOS will also require the services of three standby fixed-wing aircraft until the heavy transport capability of the mission enabling units is fully functional. Contracting these aircraft on a standby basis, as opposed to full time, will reduce the air transportation costs of UNSOS.

26. The strategic review determined that UNSOS and AMISOM can address the challenges of mobility and reliance on air support by establishing mission enabling units within AMISOM. These units will represent the expansion of the current Heavy Transport Unit and comprise heavy transport, combat engineering, explosive hazard management capability (including mitigating the threat of improvised explosive devices) and security elements.

27. It is envisioned that a total of five mission enabling units will be established with presence in each sector except sector 2. These units will be under the command and control of AMISOM, with training and mentoring provided by the United Nations Mine Action Service and equipment provided through the United Nations

logistical support package. In addition, some of the equipment will continue to be provided by donors directly to the troop-contributing countries as partner-owned equipment. This will generate significant additional costs, as the asset base will be expanded along with maintenance contracts and static and mobile workshops. The resource requirements for the 2016/17 period, which include the increased resources provided to the Mine Action Service, take into consideration the transition to and the establishment of mission enabling units.

28. One of the components of the mission enabling units will be heavy transport units. The purpose of the heavy transport units is to facilitate the movement of cargo by road along the mission supply routes from the Mogadishu and Kismaayo logistic bases to the battalion sectors. The mission enabling units will also have an engineering equipment component to ensure that roads are usable, and a mine action component to clear improvised explosive devices.

29. The Mine Action Service will continue to remain an integral part of UNSOS, supporting mobility, outreach/reconciliation and capacity-building. As the Security Council welcomed the mission enabling units concept for securing the main supply routes, an enlargement in explosive hazard management capability, including for mitigating the threat of improvised explosive devices, is required.

30. In order to counter the impact and frequency of improvised explosive attacks, AMISOM needs timely, accurate, relevant, coherent and assured information and intelligence to support its activities on the main supply routes.

31. The strategic review further recognized the relatively low level of AMISOM troop-contributing countries' enabling assets as a hindrance to effective support. In the review, a significant gap in the overall logistical capabilities of individual contingents was identified, with AMISOM having approximately 30 per cent of the support mobility capabilities of United Nations missions of similar size. As a consequence, there is an urgent need to finalize discussions on a new trilateral memorandum of understanding framework among the United Nations, the African Union and AMISOM troop- and police-contributing countries. This will serve as a basis for jointly improving performance by increasing the equipment levels within the maintenance and contingent-owned equipment reimbursement frameworks.

32. The Security Council moreover agreed to lift the legacy restrictions centring around the provision of catering equipment, communications, cleaning and sanitary, and furniture and stationery services. Troop-contributing countries that are willing and able to provide such services will henceforth be reimbursed directly in accordance with the existing United Nations self-sustainment reimbursement framework, which has been extended to include the reimbursement of tentage for tactical deployments. For the 2016/17 period, the estimated cost of the self-sustainment reimbursements, which were not included in prior UNSOA budgets, is $15 million.

33. Medical services are a central part of the logistical support package to AMISOM. UNSOS provides medical support to AMISOM in the form of evacuation services to level II facilities in theatre and to commercial level III and IV hospital services in the region, including night evacuation services. AMISOM will continue to provide the level I and II facilities in theatre. In addition, UNSOS will provide the equipment and supplies for medical establishments across south-central Somalia, and will also manage an emergency response facility for United Nations staff in Mogadishu.

34. UNSOS will continue to provide contracted strategic communications, media operations, production and enabling services to AMISOM and UNSOM to support them in providing accurate information and promoting an understanding of their work towards achieving peace, security and political stability in Somalia.

35. It is essential for UNSOS, in addition to delivering its mandated tasks, to meet the requirements of responsible stewardship which apply to all United Nations entities. The strategic review noted clearly that the impact of AMISOM and UNSOS on the environment, in particular in wastewater management, remains a core concern. UNSOS will therefore establish a robust capacity to assist the African Union and AMISOM in the development of their own environmental policies and standards, and to ensure subsequent compliance with them. The capacity consists of both additional human resources and funding for outsourced services.

36. Compliance with the human rights due diligence policy is a cornerstone of the partnership between the United Nations and the African Union in Somalia and a precondition for the provision of support to AMISOM and the Somali National Army. Additional resources will be required for UNSOS to effectively discharge its obligations in this regard.

37. While recognizing that there have been no reports of allegations of sexual exploitation or sexual abuse in UNSOS or UNSOM, UNSOS nevertheless plans to establish a dedicated capacity for conduct and discipline in UNSOS to support UNSOS and UNSOM and to advise the African Union and AMISOM on the development and implementation of its zero-tolerance policy.

38. AMISOM has committed to a reinforcement of its engineering capabilities and a strengthening of resources in relation to construction capacities. This will be significant, as the plan to construct up to 11 battalion headquarters camps throughout all sectors of south-central Somalia heavily depends on this commitment. UNSOS will provide basic construction support by means of heavy plant and equipment for ground preparation work as well as specialized capabilities such as well drilling, waste management, and major electrical and water/sanitation distribution systems. UNSOS will provide assets such as prefabricated buildings, generators and water plants for AMISOM to assemble, install and operate by internal enabling capacities.

39. With the addition of the proposed 144 posts and positions, the UNSOS staffing table will consist of 627 posts and positions including 400 international posts, 200 national posts, 21 United Nations Volunteer positions and 6 government-provided personnel posts.

40. It will be recalled that the General Assembly, in its resolution 69/307, decided that for the 2016/17 period, resource requirements for the Regional Service Centre at Entebbe should be presented in a budget proposal to be charged against the missions supported by the Centre. Accordingly, the present budget report for UNSOS does not include resource requirements for the Regional Service Centre.

## C. Regional mission cooperation

41. UNSOS will continue to focus on increasing the level of its consultations with the African Union Commission, the Intergovernmental Authority on Development and the United Nations Office to the African Union. It will also continue to

cooperate with the Transportation and Movements Integrated Control Centre and the Regional Procurement Office at Entebbe on movement and administrative services. The United Nations Mission in South Sudan (UNMISS) will benefit from the presence of the UNSOS Mombasa Support Base, and its staff located at the Base will handle movement control issues relating to UNMISS.

42. UNSOS will continue to support the treasury functions of the United Nations Office at Nairobi as part of an integrated cashier's operation established following the deployment of Umoja in Nairobi.

43. The Regional Service Centre at Entebbe will continue to provide its client missions with regional support in the areas of onboarding and separation, benefits and payroll, vendor payments, entitlements and official travel, processing of claims (such as for education grants and reimbursement for mission-related travel), cashier services, training and conference services, transport and movement control and information technology services.

## D. Partnerships and country team coordination

44. The strategic review recognized weaknesses in the coordination of resource requirements and requests among AMISOM, UNSOM and UNSOA. The three entities will therefore establish mechanisms for joint planning and coordination both within and among themselves to strengthen joint strategic resourcing priorities, which would allow for clear delineation of responsibility and accountability, taking into account the operational realities on the ground and the real capacity constraints of UNSOS.

45. As a part of the United Nations integrated presence in Somalia, UNSOS will continue to participate in coordination meetings with the United Nations country team for Somalia, which was structurally integrated into UNSOM on 1 January 2014. The integrated presence has facilitated the inclusion of AMISOM in the political process of peacebuilding and state-building activities.

46. UNSOS will continue to conduct its regular outreach meetings with bilateral partners of the Federal Government and with AMISOM, in order to ensure proper coordination of the delivery of the support package, including support to SNA in joint operations with AMISOM funded through the trust fund. The meetings will be held both in Nairobi and on the sidelines of international conferences and summits.

## E. Results-based-budgeting frameworks

47. In order to facilitate the presentation of proposed changes in human resources, six categories of possible action with respect to staffing have been identified. A definition of the terminology with respect to the six categories is contained in annex I.A of the present report.

**Component 1: Provision of logistical support**

48. This results-based-budgeting framework incorporates recommendations of the strategic review undertaken between July and September 2015, which was welcomed by the Security Council in its resolution 2245 (2015).

49. This support component reflects the new structure comprising the Office of the Assistant Secretary-General, a Central Pillar (the Office of the Director), and the Supply Chain and Service Delivery pillars. During the budget period, UNSOS will be accountable for providing a support component that is effective, responsive and efficient to its core clients, namely AMISOM, UNSOM and the Somali National Army (SNA). Support will be provided to the authorized strength of 22,126 AMISOM uniformed personnel, 70 AMISOM civilian staff, the UNSOM staffing component of 282 personnel (excluding 530 United Nations Guard Unit personnel, 14 United Nations police personnel and 18 government-provided personnel) and to the UNSOS civilian establishment of 400 international staff, 200 national staff, 21 United Nations Volunteers and 6 government-provided personnel, as well as to 10,900 personnel of SNA in joint operations with AMISOM through the trust fund in support of AMISOM and SNA.

50. The support to be provided will comprise all services, including personnel, finance, procurement, contract management, budget and training; construction and maintenance of office and accommodation facilities; health care; the establishment and maintenance of a communications and information technology infrastructure; air, sea and ground transport operations; and explosive hazard management, including mitigating strategies. For the 2016/17 period, the services will be enhanced through the establishment of mission enabling units within AMISOM, comprising organic heavy transport, combat engineering and explosive hazard management capabilities and security elements; increased deliveries along the main supply routes to the sector hubs and battalion headquarters; the creation of a human rights due diligence policy training and monitoring capacity; the monitoring of sexual exploitation and abuse; and the creation of an environmental compliance management system.

51. The Security Council authorized UNSOS to reimburse AMISOM troop-contributing countries that are willing and able to provide catering, communications, cleaning and sanitation supplies, furniture and stationery, together with tentage for tactical deployment, in line with the existing United Nations self-sustainment reimbursement framework.

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 1.1 Increased efficiency, responsiveness and effectiveness of the delivery of the United Nations logistics support package to AMISOM and the Somali National Army (SNA) | 1.1.1 Completion of construction projects: construction of minimum operating security standards-compliant staff accommodation (Dhobley/Baledogle/Baidoa/Belet Weyne), internal road works (Mogadishu/Baidoa/Belet Weyne), bore wells (sectors 1, 2, 3, 4 and 5), perimeter wall and defence barriers in Mogadishu, waste management facilities, bunkers and field kitchens (all sectors) and the construction of the new Mombasa Support Base (2014/15: not applicable; 2015/16: 20 per cent completed; 2016/17: 50 per cent completed) |
| | 1.1.2 Discrepancy between physical verification and records of non-expendable property is minimized (2014/15: 100 per cent; 2015/16: 99 per cent; 2016/17: 99 per cent) |

| | |
|---|---|
| | 1.1.3 Reduction of inventory value of assets held in stock for over 12 months (2014/15: 39 per cent; 2015/16: 20 per cent; 2016/17: 20 per cent) |
| | 1.1.4 Increase in payload utilization rate for scheduled passenger flights (2014/15: not applicable; 2015/16: 85 per cent; 2016/17: 90 per cent) |
| | 1.1.5 AMISOM improvised explosive device defeat/explosive ordnance disposal capacity available in all sectors (2014/15: 12 teams operational across six sectors; 2015/16: 18 teams operational across six sectors; 2016/17: 18 teams operational across six sectors) |

*Outputs*

**Service improvements**

- Establishment of mission enabling units, comprising heavy transport, combat engineering, and explosive hazard management in all sectors
- Transition to reimbursement of catering, communications, cleaning and sanitary, furniture and stationery and tentage to troop-contributing countries through the self-sustainment framework, thus reducing the pressure on UNSOS procurement and logistics functions
- Implementation of human rights due diligence policy training and monitoring, and sexual exploitation and abuse monitoring and capacity-building mechanisms
- Adoption of an environmental compliance management system as well as improvement of water and waste management systems

**Military and police personnel**

- Emplacement, rotation and repatriation of an average strength of 22,126 AMISOM uniformed personnel
- Annual verification, monitoring and inspection of contingent-owned equipment in respect of 22,006 uniformed personnel (military and formed police) achieved in accordance with United Nations policy
- Storage and supply of fresh rations to support an average strength of 22,006 AMISOM uniformed personnel (military and formed police)
- Storage and supply of 14 days' reserve combat rations and bottled water to support fully deployed strength of 22,126 AMISOM uniformed personnel

**Civilian personnel**

- Administration of an average of 621 civilian personnel, comprising 400 international staff, 200 national staff and 21 United Nations Volunteers

**Coordination and accountability mechanisms**

- Verification of and accounting for 100 per cent of United Nations-owned equipment
- Annual verification, monitoring and inspection of United Nations-owned equipment on loan to AMISOM

- Yearly review of the UNSOS risk assessment and update of the operational risk register in conjunction with the resident auditor's office
- Coordination of support provided by the United Nations, including assessed and voluntary funding and bilateral mechanisms to AMISOM and the SNA, through regular meetings with bilateral donors
- Coordination of delivery of the United Nations logistical support package through weekly meetings with AMISOM
- Coordination and joint planning between UNSOM and AMISOM to strengthen joint strategic resourcing priorities on a monthly basis

**Facilities and infrastructure**

- Operation and maintenance services, including provision of camp services (waste collection and disposal, cleaning services, plant and equipment maintenance, building and facilities maintenance, pest and vector control, ground maintenance and landscaping) to 19 camps in sector 1 for up to 8,330 uniformed personnel; 19 facilities in Mogadishu; 3 sector logistic hubs (Baidoa, Belet Weyne and Dhobley); 1 regional force headquarters in Belet Weyne; and 4 civilian staff premises in 5 locations (Nairobi, Mombasa Support Base, Mombasa Logistics Base, Wilson Airport facilities and Jomo Kenyatta International Airport facilities)
- Engineering support to AMISOM, comprising field defence supplies, water supply, and power supply to up to 35 tactical locations in 4 sectors
- Construction support (earth moving and ground works) and provision of life support assets (prefabs, engineering tents, generators, water plants, wastewater plants, observation towers, fire detection system) for the construction of up to 11 AMISOM battalion headquarters
- Construction of field kitchens in Mogadishu (3), Baidoa (2), Belet Weyne (2), Baledogle, Dhobley, Kismaayo (2), Jowhar, Afgooye, Marka, Mahaday; 25 new boreholes in support of AMISOM in all 6 sectors; 11 hard-wall MOSS-compliant buildings; 1 twelve-room hard-wall minimum operating security standards-compliant building for UNSOS and AMISOM civilian personnel in Baidoa, Belet Weyne, Dhobley and Baledogle; phase II of a new logistics base at Mombasa International Airport; and internal asphalt roads in Mogadishu, Baidoa and Belet Weyne
- Upgrade of camps and facilities including replacement of worn-out prefabricated units and perimeter defence structures in Mogadishu
- Operation and maintenance of 25 wastewater treatment plants in 10 locations; 120 United Nations-owned water purification plants in 50 locations; and up to 390 United Nations-owned generators in up to 65 locations
- Storage and supply of 11.1 million litres of petrol, oil and lubricants for generators

**Geographical information system**

- Development and update of 20 online interactive maps to enhance situational awareness, and development, update and reproduction of 250 specialized mapping products for use in briefings, reports and analysis, for UNSOS, AMISOM and UNSOM
- Quality control, update and field verification of 85 standard topographic line maps produced by the United Nations Global Service Centre, Geographic Information System Centre; and creation, update and maintenance of detailed terrain analysis of 50 key locations and regions in Somalia including urban areas, bridges, airfields and mission support routes, incorporating information on man-made and natural features

- Update and maintenance of a geospatial tool to assist UNSOS and AMISOM force headquarters in their operations and situational awareness by presenting a comprehensive understanding of relevant factors from the field which will allow UNSOS to monitor and analyse the logistics processes

**Ground transportation**

- Operation and maintenance of 917 items of United Nations-owned equipment, including 232 light passenger vehicles, 176 special-purpose vehicles, 8 ambulances, 17 armoured personnel carriers, 48 armoured vehicles, 82 items of engineering equipment, 74 items of material handling equipment, 44 trailers and 236 vehicle attachments and other vehicles; and maintenance of 1,039 items of contingent-owned equipment and 488 items of partner-owned equipment through 5 workshops in 5 locations
- Operation of a daily shuttle service 7 days a week for an average of 174 (Nairobi), 268 (Mombasa) and 415 (Mogadishu) United Nations personnel per day from their accommodation to mission area
- Supply of 19.6 million litres of petrol, oil and lubricants for ground transportation

**Air transportation**

- Operation and maintenance of 4 fixed-wing and 12 rotary-wing aircraft, including 5 military-type helicopters, in Mogadishu, Baidoa, Belet Weyne and Wajir; and provision of support for 3 fixed-wing aircraft on standby arrangements
- Supply of 11.8 million litres of petrol, oil and lubricants for air operations

**Naval transportation**

- Operation and maintenance of 10 patrol boats and 22 outboard engines
- Supply of 47,300 litres of petrol, oil and lubricants for naval transportation

**Communications**

- Provision of: leased line services between Mogadishu and Nairobi, Mombasa, the United Nations Logistics Base at Brindisi and Valencia; Internet services for Mogadishu (135 megabits per second) and expansion to sectors in Somalia; and television white spaces technology for provision of low-cost Internet to AMISOM outside major hubs
- Support and maintenance of a satellite network with links to AMISOM in Mogadishu, the African Union in Addis Ababa, United Nations Headquarters in New York, UNSOS and AMISOM headquarters in Nairobi and the UNSOS forward support base in Mombasa. Provision of low latency high-speed Internet 150/150 megabits for Mogadishu and sites for Baidoa
- Support and maintenance of voice-data connectivity between up to 25 AMISOM battalions and key AMISOM support locations, including the airport, seaport, Villa Somalia, the Somali University, the academy and K-4 sites in Mogadishu
- Support and maintenance of 41 ultra-high-frequency (UHF) repeaters and transmitters, and 9,522 trunking radios, including 120 base radios, 505 mobile radios and 5,000 handheld radios
- Maintenance of up to 20 very small aperture terminal (VSAT) systems, up to 50 microwave links, 7 mobile containerized equipment rooms, and up to 40 containerized communication systems

**Information support management**

- Implementation of the second year of the ongoing three-year systems contract for strategic communication, media operations, production and enabling services
- 100 per cent uninterrupted strategic communication services to UNSOM and AMISOM by enabling continuous availability of contractual services throughout Mogadishu and the sectors

**Information technology**

- Support and maintenance of up to 20 virtual servers, 1,594 computers and 323 printers in support of United Nations and AMISOM personnel, and of 5 local area networks and wide area networks in 9 locations
- Support and maintenance of 1,408 e-mail accounts

**Medical**

- Support and maintenance of 32 AMISOM level I clinics, 5 AMISOM level II hospitals (Mogadishu, Baidoa, Belet Weyne, Dhoble and Kismaayo), 1 UNSOS level II hospital in Mogadishu and 8 emergency and first aid stations
- Maintenance of air evacuation arrangements for United Nations and AMISOM personnel, including the provision of evacuation arrangements to level III, level IV and level V medical facilities in Nairobi and Johannesburg, South Africa; and provision and monitoring of level III, IV and V medical care of evacuated AMISOM personnel at contracted hospitals in Nairobi and Johannesburg
- Provision of training to 400 AMISOM medical personnel from contingents on advanced cardiovascular life support and advanced trauma life support, dengue, Ebola, first aid, pre-hospital trauma life support, medical and laboratory equipment and continuing medical education programmes to increase capacity and capability
- Operation and maintenance of HIV voluntary confidential counselling and testing facilities for all UNSOS personnel in coordination with the United Nations Office at Nairobi

**Security**

- Provision of security services 24 hours a day, 7 days a week, in 9 locations (Mogadishu, Kismaayo, Baidoa, Belet Weyne, Baledogle, Garowe, Hargeisa, Nairobi and Mombasa)
- Provision of close protection duty to senior mission leadership and visiting high-level officials, including to field locations
- Coordination of ground convoy movements at least twice every working day for UNSOS personnel visits to various AMISOM locations
- Provision of security support during AMISOM troop rotation within the troop-contributing countries as and when troops are rotated

**Training**

- Provision of training to 4,742 AMISOM personnel on aviation firefighting, aviation security, movement control, communication and information technology, rations, catering, fuel, general supply, transport, maintenance, logistics processes and procedures, tactical combat, casualty care, emergency trauma bag, medical pre-hospital, human rights due diligence policy, prevention of sexual exploitation and abuse, and conduct and discipline

- Coordination of capacity-building requirements of 621 UNSOS staff
- Implementation of a conduct and discipline programme for all UNSOS staff including training, prevention, monitoring and recommendations on remedial action where misconduct has occurred
- Implementation of human rights due diligence policy training for all UNSOS staff at all duty stations in order to monitor compliance with the policy

**Mine action**

- Provision of specialist analysis and advice on explosive mitigation during mobility planning and operations through 11 United Nations Mine Action Service technical advisers embedded within the AMISOM mission (1), force (2), Integrated Support Office (2) and sector headquarters (6)
- Provision of technical mentors to train and mentor AMISOM in improvised explosive device disposal and explosive ordnance disposal capabilities in all sectors
- Explosive hazard clearance operations in all sectors, specifically along key supply routes and in newly recovered areas
- Provision of information to AMISOM and UNSOS on hazardous areas to support AMISOM stabilization efforts
- Provision of explosive detection dog capability and capacity in each sector to search and signal explosive hazards in key government, United Nations and AMISOM buildings and infrastructure in AMISOM operational areas

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 1.2 Provision of effective, responsive and efficient administrative, technical and logistical support to UNSOM | 1.2.1 UNSOM receives administrative, technical and logistical support to successfully implement its mandate |

*Outputs*

- Administration of a maximum of 282 civilian UNSOM substantive personnel, comprising 161 international staff, 117 national staff and 4 United Nations Volunteers
- Monthly preparation of financial accounts in accordance with United Nations financial rules and regulations in coordination with the Regional Service Centre at Entebbe
- Processing of a minimum of 100 travel expense claims and 50 vendor payments per month in the implementation of financial support to UNSOM in coordination with the Regional Service Centre at Entebbe
- Provision of procurement support to enable UNSOM to obtain goods and services through the management of contracts and implementation of quarterly procurement plans
- Formulation of the budget for 2017 for UNSOM and implementation and monitoring of the budget for 2016
- Management and monitoring of the Trust Fund for Peace and Reconciliation in Somalia for UNSOM

Table 1
**Human resources: component 1, provision of logistic support**

| *Category* | | | | | | | | | ***Total*** |
|---|---|---|---|---|---|---|---|---|---|
| *I. Government-provided personnel* | | | | | | | | | |
| Approved 2015/16 | | | | | | | | | – |
| Proposed 2016/17 | | | | | | | | | **6** |
| **Net change** | | | | | | | | | **6** |
| | *International staff* | | | | | | | | |
| *II. Civilian staff* | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-2* | *Field Service* | ***Subtotal*** | *National staff*[a] | *United Nations Volunteers* | ***Total*** |
| **Office of the Assistant Secretary-General** | | | | | | | | | |
| Approved posts 2015/16 | – | – | – | – | – | – | – | – | – |
| Proposed posts 2016/17 | 1 | – | 9 | 4 | 5 | 19 | 5 | – | **24** |
| **Net change** | **1** | **–** | **9** | **4** | **5** | **19** | **5** | **–** | **24** |
| **Office of the Director** | | | | | | | | | |
| Approved posts 2015/16 | – | 1 | 11 | 9 | 15 | 36 | 32 | – | **68** |
| Proposed posts 2016/17 | – | 2 | 28 | 28 | 111 | 169 | 72 | 5 | **246** |
| **Net change** | **–** | **1** | **17** | **19** | **96** | **133** | **40** | **5** | **178** |
| **Supply Chain Management** | | | | | | | | | |
| Approved posts 2015/16 | – | – | – | – | – | – | – | – | – |
| Proposed posts 2016/17 | – | 1 | 17 | 14 | 44 | 76 | 68 | 3 | **147** |
| **Net change** | **–** | **1** | **17** | **14** | **44** | **76** | **68** | **3** | **147** |
| **Service Delivery Services** | | | | | | | | | |
| Approved posts 2015/16 | – | – | – | – | – | – | – | – | – |
| Proposed posts 2016/17 | – | 1 | 26 | 29 | 80 | 136 | 55 | 13 | **204** |
| **Net change** | **–** | **1** | **26** | **29** | **80** | **136** | **55** | **13** | **204** |
| **Somalia Support Operations** | | | | | | | | | |
| Approved posts 2015/16 | – | 1 | 11 | 12 | 141 | 165 | 97 | 17 | **279** |
| Proposed posts 2016/17 | – | – | – | – | – | – | – | – | – |
| **Net change** | **–** | **(1)** | **(11)** | **(12)** | **(141)** | **(165)** | **(97)** | **(17)** | **(279)** |
| Approved temporary positions[b] 2015/16 | – | – | 1 | – | – | 1 | – | 1 | **2** |
| Proposed temporary positions[b] 2016/17 | – | – | – | – | – | – | – | – | – |
| **Net change** | **–** | **–** | **(1)** | **–** | **–** | **(1)** | **–** | **(1)** | **(2)** |
| **Subtotal, Somalia Support Operations** | | | | | | | | | |
| Approved posts 2015/16 | – | 1 | 12 | 12 | 141 | 166 | 97 | 18 | **281** |
| Proposed posts 2016/17 | – | – | – | – | – | – | – | – | – |
| **Net change** | **–** | **(1)** | **(12)** | **(12)** | **(141)** | **(166)** | **(97)** | **(18)** | **(281)** |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Strategic Management Services** | | | | | | | | | |
| Approved posts 2015/16 | – | 1 | 17 | 11 | 43 | 72 | 60 | – | 132 |
| Proposed posts 2016/17 | – | – | – | – | – | – | – | – | – |
| **Net change** | – | (1) | (17) | (11) | (43) | (72) | (60) | – | (132) |
| Approved temporary positions[b] 2015/16 | – | – | 1 | 1 | – | 2 | – | – | 2 |
| Proposed temporary positions[b] 2016/17 | – | – | – | – | – | – | – | – | – |
| **Net change** | – | – | (1) | (1) | – | (2) | – | – | (2) |
| **Subtotal, Strategic Management Services** | | | | | | | | | |
| Approved posts 2015/16 | – | 1 | 18 | 12 | 43 | 74 | 60 | – | 134 |
| Proposed posts 2016/17 | – | – | – | – | – | – | – | – | – |
| **Net change** | – | (1) | (18) | (12) | (43) | (74) | (60) | – | (134) |
| **Total** | | | | | | | | | |
| **Approved posts 2015/16** | – | 3 | 39 | 32 | 199 | 273 | 189 | 17 | 479 |
| **Proposed posts 2016/17** | 1 | 4 | 80 | 75 | 240 | 400 | 200 | 21 | 621 |
| **Net change** | 1 | 1 | 41 | 43 | 41 | 127 | 11 | 4 | 142 |
| Approved temporary positions[b] 2015/16 | – | – | 2 | 1 | – | 3 | – | 1 | 4 |
| Proposed temporary positions[b] 2016/17 | – | – | – | – | – | – | – | – | – |
| **Net change** | – | – | (2) | (1) | – | (3) | – | (1) | (4) |
| **Grand total civilian staff** | | | | | | | | | |
| **Approved posts 2015/16** | – | 3 | 41 | 33 | 199 | 276 | 189 | 18 | 483 |
| **Proposed posts 2016/17** | 1 | 4 | 80 | 75 | 240 | 400 | 200 | 21 | 621 |
| **Net change** | 1 | 1 | 39 | 42 | 41 | 124 | 11 | 3 | 138 |
| **Total (I-II)** | | | | | | | | | |
| **Approved 2015/16** | | | | | | | | | 483 |
| **Proposed 2016/17** | | | | | | | | | 627 |
| **Net change** | | | | | | | | | 144 |

[a] Includes National Professional Officers and national General Service staff.
[b] Funded under general temporary assistance.

*Government-provided personnel: net increase of 6 posts (establishment of 6 government-provided personnel*

*International staff: net increase of 124 posts (establishment of 1 Assistant Secretary-General, 1 D-1, 10 P-5, 29 P-4, 42 P-3 and 41 Field Service posts, and conversion of 1 P-5, 1 P-4 and 1 P-3 position funded under general temporary assistance to regular posts)*

*National staff: increase of 11 posts (establishment of 6 National Professional Officer and 5 national General Service posts)*

*United Nations Volunteers: net increase of 3 positions (establishment of 3 positions and conversion of 1 position funded under general temporary assistance to a regular position)*

*General temporary assistance position: decrease of 3 positions (conversion of 1 P-5, 1 P-4 and 1 P-3 to regular posts)*

*Temporary United Nations Volunteer position: decrease of 1 position (conversion of a temporary United Nations Volunteer position to a regular position)*

52. In its resolution 2232 (2015), the Security Council requested the Secretary-General to carry out a strategic review of UNSOA and set out a wide range of options on how to improve overall support to AMISOM, including through making improvements to the performance, management and structures of UNSOA. The strategic review assessed the performance of UNSOA against the core objectives for the delivery of field support, namely, effectiveness, responsiveness, efficiency and responsible stewardship. In its resolution 2245 (2015), the Council welcomed the review's recommendations, on which the proposed staffing changes are based.

53. UNSOS currently provides support to active combat operations involving approximately 33,000 uniformed personnel of AMISOM and the SNA with a staffing component of less than 500 support staff. In addition, it provides administrative, technical and logistical support to UNSOM. This light-footprint approach has brought a number of tangible gains, as UNSOS can be considered the most efficient of all peace support operations. The number of personnel supported by UNSOS has more than quadrupled since 2009 to the current levels while the number of entities supported has increased from one to three and the area of operations has increased significantly. UNSOS now supports more personnel than any other peace operation; and its ratio of mission personnel to support staff is significantly higher than that of comparable large peacekeeping missions.

54. UNSOS efficiency, however, has come at a cost in terms of effectiveness and responsiveness. The strategic review concluded that UNSOS (formerly UNSOA) has been operating at the very edge of its capabilities and that there has been a progressive widening of the gap between mandated tasks and its capacity to deliver. The review found that UNSOS was unable to fully meet the demands placed on it, including with regard to the ability to provide certain services or goods at short notice or in remote locations. UNSOS has also faced challenges in providing support across competing demands, as well as with visibility on the part of clients regarding key operational and resourcing activities being undertaken, and access to more predictable support. The review concluded that the staffing capacities and processes of UNSOS therefore need to be significantly strengthened.

55. As a starting point, UNSOS is undergoing an internal restructuring process to bring it into line with the global field support strategy supply chain and service delivery policies for peace operations. UNSOS will introduce the supply chain and service delivery model progressively during 2015/16 with full implementation from 1 July 2016. The pilot phase of the model was launched in January 2016.

56. The implementation of the supply chain concept reflects the Secretariat-mandated activity of aligning the organizational structures of all peacekeeping missions under two pillars: Supply Chain Management and Service Delivery. The strategy provides two broad opportunities as detailed below.

57. First, it allows UNSOS to reorient its structure to reflect the goals, as introduced by the global field support strategy. The intent of UNSOS is to examine its methods and processes entirely so that they better reflect close cooperation and seamless interaction between entities that have previously operated more as silos of self-accounting units.

58. Second, it is hoped that through the implementation of the recommendations of the strategic review, the tenuous nature of continued support to a significant number of entities with varying degrees of complexity and mandates with a light staffing footprint will be recognized. This has been acknowledged to be highly effective, but it is now reaching the limit of acceptable physical and administrative risk. The challenge is to revise UNSOS structures so as to build a comprehensive new supply chain, and to enhance its operational capability, by providing additional staffing resources. This will reduce risk and enhance the speed and effectiveness of the supply chain in providing critical goods and services in support of military operations within a combat zone.

59. In addition, a comprehensive assessment of the civilian staffing component was conducted as part of the strategic review with the aim of adapting the staffing complement and structure to its mandate and the resultant expectations. The implementation of this assessment will augment existing support functions, and establish new capacities in areas previously not serviced such as the human rights due diligence policy and the mission support cells. As a result, it is proposed that the UNSOS staffing component be increased by 144 posts and positions (including six government-provided personnel) and that UNSOS shift its focus further towards Somalia (mainly in service delivery and Director's services) and Mombasa (mainly in supply chain management) and away from Nairobi.

60. Furthermore, the strategic review concluded that there were real gaps in the strategic engagement capacity of UNSOS to maintain liaison at senior levels with key stakeholders, including the African Union, AMISOM troop- and police-contributing countries, Member States and AMISOM regional partners. As a consequence, the Security Council welcomed the proposal to establish an Assistant Secretary-General post for the heading of UNSOS and to strengthen the reporting requirements to the Council.

61. UNSOS has adopted four overriding principles in developing the staffing proposals, namely, planning, coordination, outsourcing and oversight. UNSOS will continue to follow a policy of aggressive outsourcing with functional oversight; and retain functions and responsibilities that involve planning and coordination for staff. Outsourcing has been planned for all positions that require operation of any sort of equipment, between supply chain management and service delivery services. The strategic review also identified a serious gap in UNSOS coordination with the African Union, Member States, partners, donors and other stakeholders, resulting in a request to strengthen this capability. As a result, it is proposed that the majority of the new positions be in the Professional category, focused on oversight, planning and coordination.

62. The proposed additional posts to address the major areas where gaps were identified can be categorized based on the follow descriptions:

(a) Mandated functions for all missions: (i) environmental compliance, (ii) human rights due diligence policy and (iii) conduct and discipline;

(b) Recommendations of the strategic review: (i) appointment of an Assistant Secretary-General as the Head of UNSOS; (ii) Mission Support Centre: there is a need to strengthen informed decision-making and ensure that the operational effort is aligned with strategic priorities, the threat environment and available capabilities; and (iii) coordination: there is a gap in effective coordination within UNSOS and with its clients and partners, particularly at the senior and leadership levels;

(c) Requirements pursuant to the new global field support strategy structure: (i) the Supply Chain Service will be headed by the occupant of a post at the D-1 level, given the size of the operation; (ii) a warehousing and distribution system and supply chain for goods and services will be established; and (iii) the Service Delivery Service will include infrastructure design and implementation capabilities;

(d) Newly identified or strengthened requirements: (i) regional/sector coordination; (ii) business intelligence; (iii) asset management and property control; (iv) administration of contingent-owned equipment and reimbursements for contingent-owned equipment; (v) human resources; (vi) security; and (vii) legal affairs.

63. Given the emphasis of the strategic review on ensuring that Somalia remains the main operational base with Nairobi as a back office, an attempt has been made to gradually shift the focus to Somalia, within the constraints of security, logistics, particularly staff accommodation in Mogadishu, and minimum operational security standards- and minimum operational residential security standards-compliant facilities in the sectors. In addition, Mombasa will become a strong base for the supply chain, in addition to housing a warehouse and other administrative functions. The distribution of the proposed new posts and positions between Somalia (Mogadishu and the sectors) and Kenya (Nairobi and Mombasa) is given below (excluding six government-provided personnel):

Table 2
**Distribution of proposed new posts and positions**

| | *Professional and higher categories* | *Field Service* | *National staff* | *United Nations Volunteers* | *Total* |
|---|---|---|---|---|---|
| Kenya | 19 | 7 | 5 | – | 31 |
| Somalia | 63 | 34 | 6 | 3 | 106 |
| Ethiopia | 1 | – | – | – | 1 |
| **Total** | **83** | **41** | **11** | **3** | **138** |

64. With the above, the distribution of the total number of all posts and positions (currently approved and newly proposed) will be as shown below:

Table 3
**Distribution of all posts and positions**

| | *Office ASG* | *Director* | *Supply Chain Management* | *Service Delivery* | *Total* |
|---|---|---|---|---|---|
| Ethiopia | 1 | – | – | – | 1 |
| Regional Procurement Office | – | – | – | 1 | 1 |
| Somalia | 20 | 171 | 43 | 163 | 397 |
| Kenya | 3 | 75 | 104 | 40 | 222 |
| **Total** | **24** | **246** | **147** | **204** | **621** |

**Government-provided personnel**

65. In addition to the 621 civilian positions, it is proposed that six government-provided personnel posts be established, as welcomed by the Security Council, which would be exclusively for the Mission Support Centre.

66. The posts proposed for establishment and the proposed changes to the organizational structure of UNSOS are explained directly below.

**Office of the Assistant Secretary-General (ASG)**

67. The summary of the proposed staffing changes in the Office of the Assistant Secretary-General is set out in table 4 below.

Table 4
**Proposed staffing changes in the Office of the Assistant Secretary-General**

| *Office Section Unit* | *Type of proposed staffing change* | *Number of proposed staffing changes* | *Post details* | *From/to* |
|---|---|---|---|---|
| Immediate Office of the Assistant Secretary-General | Establishment | 7 | 1 ASG, 1 P-5, 1 P-4, 2 P-3, 2 FS | |
| Information Support Management Section | Redeployment | 4 | 1 P-5, 1 P-3, 2 FS | From Somalia Support Operations/ Information Support Management |
| | Redeployment | 2 | 1 P-4, 1 NGS | From Office of the Director/Information Support Management |
| | Redeployment | 1 | NPO | From Somalia Support Operations/ Immediate Office of the Deputy Director |
| Conduct and Discipline Team | Establishment | 3 | 1 P-4, 1 FS, 1 NPO | |
| External Relations and Coordination Unit | Establishment | 3 | 1 P-5, 1 P-4, 1 P-3 | |
| | Redeployment | 3 | 1 P-5, 1 NPO, 1 NGS | From Office of the Director/ Immediate Office of the Director |
| | Redeployment | 1 | P-4 | From Strategic Management Services/ Operations and Plans Section |
| **Net change in the Office of the Assistant Secretary-General** | | **24** | | |

*Immediate Office of the Assistant-Secretary-General*

68. It is proposed that the Office of the Assistant Secretary-General and one Assistant Secretary-General post, one Special Assistant (P-5) post, one Programme Officer-Human Rights Due Diligence Policy (P-4) post, two Human Rights Officer (P-3) posts and two Administrative Assistant (Field Service) posts be established. As outlined in the strategic review and as welcomed by the Security Council, it is proposed that UNSOS operate under the leadership of an Assistant Secretary-General. The Office of the Assistant Secretary-General will be responsible for managing strategic relationships with client entities and partners, and for the mobilization and reporting on additional resources for the implementation of the mandate. The Office of the Assistant Secretary-General will mainly assume responsibilities that were formerly under the authority of the Director of UNSOS, while provision will be made for appropriate security close protection elements commensurate with the level and functions of the Assistant Secretary-General, as well as a Special Assistant and requisite administrative support.

69. Unlike typical peacekeeping operations, wherein the support component is part of a larger mission structure, UNSOS provides services to both United Nations and non-United Nations entities. The Assistant Secretary-General of UNSOS will be the Head of Mission which will necessitate that interaction be at the same level as that of other Special Representatives of the Secretary-General for peacekeeping operations or special political missions. It is important, therefore, that the Special Assistant to the Assistant Secretary-General post be at the P-5 level because of the challenges the function will face and the interaction that will be required internally and externally.

70. The Office of the Assistant Secretary-General, UNSOS, will be located in Mogadishu. With two major clients, AMISOM and UNSOM, combined with the high level of activity, there is a necessity for two Administrative Assistants (Field Service). Current security circumstances and the sensitivities of the job render it impossible to propose these Administrative Assistant posts under the national category. UNSOM through its Human Rights Section will support UNSOS with the necessary monitoring, risk assessment and responsibilities under the human rights due diligence policy, while UNSOS will provide support directly to UNSOM and play a proactive role in human rights due diligence policy-related mechanisms.

71. In his letter dated 7 October 2015 to the President of the Security Council on the UNSOA strategic review, the Secretary-General stated that "through its Human Rights Section, UNSOM will support UNSOA [now called UNSOS] with the necessary monitoring, risk assessment and responsibilities under the human rights due diligence policy, with UNSOA directly supplying resources to UNSOM for that purpose and playing a proactive role in human rights due diligence policy-related mechanisms".

72. On that basis, two Human Rights Officers (at the P-3 level) will be included in the UNSOS budget, to be embedded in the UNSOM Human Rights and Protection Group to strengthen the monitoring and risk assessment related to the delivery of UNSOS support. This will maximize the use of resources while ensuring that sufficient capacity is dedicated to the monitoring of entities receiving support from UNSOS, without duplicating a separate monitoring function within UNSOS.

**Information Support Management Section**

73. While the reporting line for the Information Support Management Section has changed to the Office of the Assistant Secretary-General, the Section will continue to perform activities that were under its purview before the restructuring. It is proposed that the staffing structure include seven existing posts: one P-5 post, one P-4 post, one P-3 post, two Field Service posts, one National Professional Officer post and one national General Service post, which will be redeployed to this Section.

**Conduct and Discipline Team**

74. It is proposed that the Conduct and Discipline Team be established and that two Conduct and Discipline Officer posts (one P-4 and one National Professional Officer) and one Administrative Assistant post (Field Service) be established. To date, UNSOS has utilized the Legal Officer as the focal point for conduct and discipline. In accordance with the letter of the Secretary-General to the President of the Security Council (S/2015/762) and the expanded responsibilities recommended by the strategic review, a dedicated Conduct and Discipline Team, which will be responsible for the prevention of misconduct and sexual exploitation and abuse, will be created. In accordance with the obligation of UNSOS to ensure that troops are sensitized to the implications of sexual exploitation and abuse, the Conduct and Discipline Team will be instrumental in addressing the current gap. The unit will be based in Mogadishu.

**External Relations and Coordination Unit**

75. It is proposed that an External Relations and Coordination Unit be established, and that one P-5 post for a Senior Political Affairs Officer to undertake liaison with the United Nations Office to the African Union, one Reporting Officer (P-4) post and one Protocol Officer (P-3) post be established. The Unit will be the primary entity for assisting the Assistant Secretary-General and the Director of Mission Support in managing critical relationships with the African Union, AMISOM, troop-contributing countries and other partners involved in supporting UNSOS in achieving its mandated activities. The Unit will be headed by a Senior Political Affairs Officer.

76. The strategic review of UNSOS crucially identified the lack of dedicated on-site engagement with the African Union as a primary cause of issues that have created a negative perception of the delivery of support by UNSOS. Consequently, a United Nations Office to the African Union position of Senior Political Officer (Liaison), at the P-5 level, who will report to the Head of this Section and be based in Addis Ababa, is proposed. The Senior Political Officer (Liaison) will provide an essential link between UNSOS and the African Union on issues of concern involving the African Union, the United Nations, UNSOS, AMISOM and the troop-contributing countries.

77. The strategic review also identified a gap in coordination and follow-up capacity with partners and donors across the total client base of UNSOS. UNSOS experiences a constant and understandable demand for engagement with partners and donors, particularly in the production of information, reporting and statistics relating to broad areas of support, including resource mobilization and the provision of information and production of reports, such as regular donor reports for the trust funds of UNSOS and UNSOM, as UNSOS operates the trust fund in support of

AMISOM and the SNA as well as the trust fund for UNSOM. Member States and partners have indicated the need for more regular reporting, transparency and accountability on activities and funding. The aforementioned gap also affects the ability of UNSOS to effectively coordinate among UNSOS, UNSOM, AMISOM, the Government of Somalia and the SNA. Finally, UNSOS requires capacity to produce reports on the accomplishment of compacts, reports to the Security Council, and various reports and updates to Member States, AMISOM and other partners. To address this requirement, one post of Reporting Officer (P-4) and one post of Protocol Officer (P-3) have been included in the proposal.

78. While Protocol Officers are usually national officers, given the security situation and threats to UNSOS, coupled with the lack of a local national educational capacity, it is not possible to recruit non-international staff with the required experience and expertise.

**Office of the Director of Mission Support**

79. The summary of the proposed staffing changes in the Office of the Director of Mission Support is set out in table 5 below.

Table 5
**Proposed staffing changes in the Office of the Director of Mission Support**

| *Office Section Unit* | *Type of proposed staffing change* | *Number of proposed staffing changes* | *Post details* | *From to* |
|---|---|---|---|---|
| Immediate Office of the Director, Mission Support | Establishment | 1 | P-3 | |
| | Redeployment | -3 | 1 P-5, 1 NPO, 1 NGS | To Office of the Assistant Secretary-General/External Relations and Coordination |
| | Conversion/ reassignment | 1 | P-4 | From Somalia Support Operations/ Engineering Section |
| | Redeployment | -2 | 1 P-4, 1 NPO | To Office of the Director, Mission Support/Legal Affairs |
| | Reassignment | -1 | P-4 | To Supply Chain Management/Chief Supply Chain Management |
| | Redeployment | -2 | 1 P-3, 1 FS | To Office of the Director, Mission Support/Compliance |
| | Reassignment | -1 | P-3 | To Office of the Deputy Director/ Immediate Office of the Deputy Director |
| | Redeployment | 1 | FS | From Somalia Support Operations/ Immediate Office of the Deputy Director |
| | Redeployment | -1 | FS | To Office of the Director, Mission Support/Business Intelligence |
| | Reassignment | -1 | FS | To Supply Chain Management/ Procurement |
| | Redeployment | 1 | FS | From Strategic Management Services/ Immediate Office of Deputy Director |
| | Redeployment | -1 | NGS | To Service Delivery Services/Integrated Transportation |

| *Office Section Unit* | *Type of proposed staffing change* | *Number of proposed staffing changes* | *Post details* | *From to* |
|---|---|---|---|---|
| | Redeployment | -1 | NGS | To Office of Deputy Director, Mission Support/Common Services |
| Aviation Safety Unit | Establishment | 2 | 1 FS, 1 NGS | |
| | Reassignment | 1 | P-3 | From Office of the Director/Contracts Management |
| | Redeployment | 1 | FS | From Somalia Support Operations/ Immediate Office of the Deputy Director |
| Environmental Compliance and Occupational Health and Safety Unit | Establishment | 3 | 1 P-4, 1 P-3, 1 FS | |
| Legal Affairs Unit | Establishment | 1 | P-3 | |
| | Redeployment | 2 | 1 P-4, 1 NPO | From Office of the Director/Immediate Office of the Director |
| | Redeployment | 1 | NPO | From Office of the Director/Contracts Management |
| Business Intelligence Unit | Establishment | 2 | 1 P-4, 1 P-3 | |
| | Redeployment | 1 | FS | From the Office of the Director/ Immediate Office of the Director |
| | Redeployment | 1 | FS | From Strategic Management Services/ Operations and Plans |
| Safety and Security Section | Establishment | 12 | 1 P-5, 11 FS | |
| | Redeployment | 31 | 1 P-4, 2 P-3, 19 FS, 9 NGS | From Somalia Support Operations/Safety and Security |
| | Redeployment | 8 | 2 FS, 1 NPO, 5 NGS | From Somalia Support Operations/ Mombasa Support Base/Safety and Security |
| | Reassignment | | 1 NGS | Within the same section |
| Geospatial, Information and Telecommunications Technologies (GITT) Section | Redeployment | 16 | 1 P-5, 2 P-4, 1 P-3, 3 FS, 3 NPO, 6 NGS | From Strategic Management Services/GITT |
| | Redeployment | 11 | 1 P-3, 4 FS, 4 NGS, 2 UNV | From Somalia Support Operations/GITT |
| | Redeployment | 6 | 2 FS, 4 NGS | From Somalia Support Operations/ Mombasa Support Base/GITT |
| Office of the Senior Administrative Officer/ Compliance Unit | Establishment | 2 | 1 P-4, 1 FS | |
| | Redeployment | 2 | 1 P-3, 1 FS | From Office of the Director/Immediate Office of the Director |
| | Redeployment | 2 | FS | From Strategic Management Services/ Immediate Office of the Deputy Director |
| | Redeployment | 3 | 1 NPO, 2 NGS | From Office of the Director/Internal Review Board |
| Office of the Senior Administrative Officer/ Regional Support Coordination Cell | Establishment | 5 | 1 P-4, 3 P-3, 1 FS | |
| | Reassignment | 1 | FS | From Somalia Support Operations/ Administrative Services |
| | Redeployment | 1 | FS | From Somalia Support Operations/ Operations and Plans |

| *Office Section Unit* | *Type of proposed staffing change* | *Number of proposed staffing changes* | *Post details* | *From to* |
|---|---|---|---|---|
| | Redeployment | 1 | UNV | From Somalia Support Operations/ Administrative Services |
| Office of the Senior Administrative Officer/Staff Welfare and Counselling Unit | Establishment | 2 | 1 P-4, 1 NPO | |
| | Redeployment | 1 | P-3 | From Somalia Support Operations/ Medical Services |
| | Redeployment | 1 | P-3 | From Strategic Management Services/ Immediate Office of the Deputy Director |
| | Reassignment | 1 | UNV | From Somalia Support Operations/ Administrative Services |
| Information Support Management Section | Redeployment | -2 | 1 P-4, 1 NGS | To Office of the Assistant Secretary-General/Information Support Management |
| Contracts Management Unit | Redeployment | -1 | P-5 | To Service Delivery Services/Chief Service Delivery (Post is located at the Regional Procurement Office in Entebbe) |
| | Redeployment | -1 | P-4 | To Service Delivery Services/Life Support |
| | Reassignment | -1 | P-3 | To Office of the Director, Mission Support/Aviation Safety |
| | Redeployment | -1 | P-3 | To Supply Chain Management/Supply Chain Goods |
| | Redeployment | -2 | 1 P-3, 1 NPO | To Supply Chain Management/Supply Chain Services |
| | Redeployment | -1 | P-3 | To Service Delivery Services/Vehicle and Plant Maintenance |
| | Redeployment | -1 | FS | To Service Delivery Services/ Infrastructure Design and Implementation |
| | Redeployment | -1 | NPO | To Office of the Director/Legal Affairs |
| | Reassignment | -1 | NPO | To Supply Chain Management/Central Warehousing to a Senior Logistics Officer |
| | Redeployment | -1 | NGS | To Service Delivery Services/Integrated Transportation |
| Internal Review Board | Redeployment | -3 | 1 NPO, 2 NGS | To Office of the Director, Mission Support/Compliance |
| Property Management Unit | Redeployment | -4 | 1 P-4, 2 FS, 1 NGS | To Office of Deputy Director, Mission Support/Property Control and Inventory |
| | Reassignment | -1 | NGS | To Supply Chain Management/ Acquisition, Planning and Tracking |
| | Redeployment | -1 | NGS | To Service Delivery Services/Vehicle and Plant Maintenance |
| | Reassignment | -1 | NGS | To Supply Chain Management/Chief Supply Chain Management |
| Immediate Office of the Deputy Director | Establishment | 3 | 2 FS, 1 NGS | |
| | Redeployment | 1 | D-1 | From Strategic Management Services/ Immediate Office of the Deputy Director |
| | Redeployment | 1 | P-3 | From Somalia Support Operations/ Administrative Services |

| *Office Section Unit* | *Type of proposed staffing change* | *Number of proposed staffing changes* | *Post details* | *From to* |
|---|---|---|---|---|
| Human Resources Section | Establishment | 9 | 1 P-4, 2 P-3, 6 FS | |
| | Conversion/ redeployment | 1 | P-5 | From Strategic Management Services/ Human Resources |
| | Redeployment | 11 | 1 P-4, 4 FS, 1 NPO, 5 NGS | From Strategic Management Services/ Human Resources |
| | Reassignment | 1 | P-3 | From Office of the Director/Immediate Office of the Director |
| | Redeployment | 3 | 2 FS, 1 UNV | From Somalia Support Operations/Administrative Services |
| | Redeployment | 1 | NGS | From Strategic Management Services/Procurement |
| Budget and Finance Section | Redeployment | 1 | FS | From Somalia Support Operations/ Administrative Services |
| Training Unit | Redeployment | 3 | 1 P-4, 1 NPO, 1 NGS | From Strategic Management Services/ Training |
| | Reclassification/ redeployment | 1 | P-3 | From Somalia Support Operations/ Administrative Services |
| | Redeployment | 1 | FS | From Somalia Support Operations/ Administrative Services |
| | Reassignment | 1 | FS | From Strategic Management Services/ Procurement |
| | Reassignment | 1 | NGS | From Strategic Management Services/ Training |
| Common Services Unit | Redeployment | 3 | 1 P-3, 1 FS, 1 NGS | From Strategic Management Services/ Operations and Plans |
| | Redeployment | 1 | NGS | From Office of Director, Mission Support/Immediate Office of Director |
| Property Control and Inventory Unit | Redeployment | 4 | 1 P-4, 2 FS, 1 NGS | From Office of Director, Mission Support/Property Management |
| | Redeployment | 4 | NGS | From Somalia Support Operations/ Property Management |
| Mission Support Centre/ Office of the Chief | Establishment | 1 | FS | |
| | Redeployment | 2 | 1 P-5, 1 P-4 | From Somalia Support Operations/ Operations and Plans |
| | Redeployment | 2 | P-4 | From Strategic Management Services/ Operations and Plans |
| Mission Support Centre/ Information and Reporting Cell | Establishment | 1 | P-3 | |
| | Reassignment | 1 | FS | From Somalia Support Operations/ Operations and Plans |
| Mission Support Centre/ Planning Unit | Establishment | 2 | 1 P-4, 1 P-3 | |
| | Redeployment | 1 | FS | From Somalia Support Operations/ Mogadishu Logistics Base |
| | Redeployment | 2 | FS | From Somalia Support Operations/ Operations and Plans |

| *Office Section Unit* | *Type of proposed staffing change* | *Number of proposed staffing changes* | *Post details* | *From to* |
|---|---|---|---|---|
| Mission Support Centre/ Somali National Army Support Cell | Establishment | 2 | FS | |
| | Reassignment | 1 | P-4 | From Somalia Support Operations/GITT |
| Mission Support Centre/ Operations Unit | Establishment | 2 | 1 P-3, 1 FS | |
| | Redeployment | 1 | P-3 | From Strategic Management Services/ Operations and Plans |
| | Redeployment | 4 | FS | From Somalia Support Operations/ Operations and Plans |
| Mission Support Centre/ Contingent-owned Equipment (COE) Unit | Establishment | 3 | 1 P-4, 2 FS | |
| | Redeployment | 7 | FS | From Somalia Support Operations/ Property Management |
| Mission Support Centre/Joint Movement Control Centre | Redeployment | 1 | FS | From Somalia Support Operations/ Aviation |
| | Reassignment | 1 | FS | From Somalia Support Operations/ Supply |
| | Redeployment | 3 | FS | From Somalia Support Operations/ Movement Control |
| | Redeployment | 1 | FS | From Strategic Management Services/ Movement Control |
| **Net change in the Office of the Director, Mission Support** | | **178** | | |

**Immediate Office of the Director, Mission Support**

80. It is proposed that one Special Assistant (P-3) post be established. In the proposed structure, the Director of Mission Support at the D-2 level will manage the overall provision of logistical and administrative support to client entities, and will directly supervise the role of the Deputy Director, Chiefs of Supply Chain Management and Service Delivery, and the Senior Administrative Officer. Other elements reporting directly to the Director of Mission Support include a Best Practices Officer (P-4), the Safety and Security Section, the Legal Affairs Unit, the Aviation Safety Unit, the Environmental Compliance and Occupational Health and Safety Unit, the Business Intelligence Unit, and the Geospatial, Information and Telecommunications Technologies Section.

81. UNSOS staff members are primarily based in Somalia (Mogadishu and sectors) and Kenya (Mombasa and Nairobi). With the deployment of both the Deputy Director and the Senior Administrative Officer to Mogadishu, an Administrative Officer at the P-4 level will be retained in Nairobi to coordinate the activities in Nairobi. Similarly, in view of the magnitude of work in the Office of the Director, it is proposed that a Special Assistant post at the P-3 level be established, to be based in the Director's office in Mogadishu.

82. It is also proposed that an Engineer position funded from general temporary assistance be reassigned as Administrative Officer and converted to a regular post.

83. It is also proposed that the staffing structure of the Office include six existing posts: one D-2 post, one P-5 post, one P-4 post, two Field Service posts and one national General Service post; and it is proposed that one existing P-4 position funded through general temporary assistance be converted to a regular post. Two Field Service posts and the P-4 posts currently funded through general temporary assistance will be redeployed or reassigned to this Office.

**Aviation Safety Unit**

84. It is proposed that an Aviation Safety Unit be established and that one Aviation Safety Officer (Field Service) post and one Aviation Safety Assistant (national General Service) post be established to reflect the increased responsibilities arising from the significant increase in the size and configuration of the UNSOS aircraft fleet since 2012. While the proposed staffing remains below the levels of peacekeeping missions of similar size, it is envisaged that AMISOM personnel will be utilized to perform some non-core functions.

85. It is also proposed that the staffing structure of the Unit include two existing posts: one P-3 post and one Field Service post which will be redeployed or reassigned to this Unit.

**Environmental Compliance and Occupational Health and Safety Unit**

86. It is proposed that an Environmental Compliance and Occupational Health and Safety Unit be established and that two Environmental Affairs Officer posts (one P-4 and one Field Service) and one Health and Safety Officer (P-3) post be established. Based on lessons learned from the experience of Haiti, all United Nations operations are required to establish and maintain environmental compliance units. UNSOS proposes a new approach, which will combine the environmental and occupational health and safety portfolios under one Environmental Affairs Officer at the P-4 level who will address policy and oversight, and will be supported by a P-3 Officer and a Field Service staff member. This capacity is critical to UNSOS, given the embargo imposed by the Security Council on the trade of charcoal, under which UNSOS must ensure that UNSOS supported elements do not use charcoal for cooking purposes. Additionally, noting the approximately 33,000 non-United Nations uniformed personnel, the provision of environment monitoring and compliance oversight assumes added importance.

**Legal Affairs Unit**

87. It is proposed that a Legal Affairs Unit be established and that one Legal Officer (P-3) post be established. UNSOS legal affairs capacity is under-resourced with respect to its tasks. In addition to the core legal functions, the Unit is responsible for interpreting the terms and conditions of commercial contracts; drafting memorandums of understanding and agreements with partners and other third parties as well as assisting in any contract disputes; providing legal advice to senior management of UNSOS and UNSOM as well as project managers; and conducting pre-deployment training for incoming troops.

88. It is proposed that the staffing structure of the Unit also include three existing posts: one P-4 post and two National Professional Officer posts which will be redeployed to this Unit.

**Business Intelligence Unit**

89. It is proposed that a Business Intelligence Unit and two Management and Programme Analyst posts (one P-4 and one P-3) be established. Predictable support to clients is a prerequisite, particularly in the volatile operating environment of Somalia. The recent client satisfaction survey revealed significant shortcomings in UNSOS in this respect. UNSOS is leveraging technology and other data tools through which to gather information needed to strengthen its analytical capacity and facilitate internal processing of requirements and the provision of services to clients. The Business Intelligence Unit will monitor the implementation of acquisition activities, the alignment of activities with plans and implementation of operations and related resources. UNSOS recognizes that a properly staffed and effective Business Intelligence Unit will facilitate informed decision-making by all UNSOS managers.

90. It is also proposed that the staffing structure of the Unit include two existing Field Service posts, which will be redeployed to this Unit.

**Safety and Security Section**

91. It is proposed that one Chief Security Officer (P-5) post, six Close Protection Officer (Field Service) posts and five Security Assistant (Field Service) posts be established. The Safety and Security Section is an integrated section comprising security personnel serving both UNSOM and UNSOS. The Section's structure and operations are reflective of the special requirements in the challenging and non-permissive environment in which UNSOS and UNSOM operate. To meet growing demands, the Safety and Security Section requires strengthening in a few key areas. First, capacity is needed to provide regional support. Second, shortfalls in operational oversight and accountability have been highlighted through the strategic review. Third, further strengthening in the Security Investigations Unit capacity is required to assist with investigations. Fourth, as the United Nations premises and thus the geographical spread continues to grow, further security personnel are needed in the Facilities Protection Unit. Finally, to provide back up to the sole Fire Safety Officer, a second fire protection post is required.

92. Provision of security services is at the centre of all United Nations activities in Somalia. With the number of security incidents, and the level of responsibility entrusted in it, it is essential that the UNSOS-UNSOM security operation be managed with the necessary number of staffing and at the appropriate level. Therefore, it is proposed that the post of Chief Security Officer be created at the P-5 level, with the current head of section becoming the Deputy at the P-4 level. In addition, the Office of Internal Oversight Services highlighted the requirement of increasing the capacity of the UNSOS Safety and Security Section; therefore, five Security Assistants (Field Service) are proposed. Finally, in accordance with the recognized threat level against senior United Nations officials in Somalia, and pursuant to the proposal to establish an Assistant Secretary-General post to head UNSOS, six Close Protection Officers (Field Service) are being proposed. All of the new posts will be based in Mogadishu.

93. It is also proposed that the staffing structure of the Section include 49 existing posts: one P-4 post, three P-3 posts, 26 Field Service posts, one National Professional Officer post and 18 national General Service posts, 39 of which will be redeployed from the abolished safety and security sections under the former Somalia Support Operations.

**Geospatial, Information and Telecommunications Technologies (GITT) Section**

94. It is proposed that the GITT Section continue to perform activities that were within its purview before the restructure. It is proposed that the staffing structure of the Section include 33 existing posts and positions: 1 P-5 post, 2 P-4 posts, 2 P-3 posts, 9 Field Service posts, 3 National Professional Officer posts, 14 national General Service posts and 2 United Nations Volunteer positions which will be redeployed from the GITT sections under the former Somalia Support Operations and Strategic Management Services.

**Office of the Senior Administrative Officer**

**Compliance Unit**

95. It is proposed that a Compliance Unit and one Risk Management and Compliance Officer (P-4) post and one Claims and Board of Inquiry Assistant (Field Service) post be established. The UNSOS operational and staffing model has been based on a significant investment in and reliance on outsourcing. This Unit, managed by the Senior Administrative Officer (located in the Immediate Office of the Director), will comprise the Risk Management and Audit Compliance Cell, the Internal Review Boards Cell, and the Board of Inquiry Cell. The Unit also includes the secretariats of the Local Property Survey Board, the Local Claims Review Board, the Local Committee on Contracts and the Tender Opening Committee. It will address other areas relating to compliance with organizational standards such as delegation of authority and the United Nations financial disclosure programme.

96. In order to cope with the increased workload, the Unit will require strengthening through the establishment of a Risk Management and Compliance Officer (P-4) post and a Claims/Board of Inquiry Assistant post at the Field Service level.

97. It is also proposed that the staffing structure of the Unit include seven existing posts: one P-3 post, three Field Service posts, one National Professional Officer post and two national General Service posts which will be redeployed to this Unit.

**Regional Support Coordination Cell**

98. It is proposed that a Regional Support Coordination Cell and five Administrative Officer (one P-4, three P-3 and one Field Service) posts be established. As both UNSOM and AMISOM expand in Somalia, the requirement exists to ensure that the appropriate administrative framework is in place to support their operations. Logistical support to regional centres will be delivered largely by outsourced services. While UNSOS maintains the original concept of operation, there is a recognized lack of capacity in maintaining oversight and internal control mechanisms. High-value operations such as those involving fuel, rations and contingent-owned equipment are handled by staff who do not have the requisite capacity to oversee these operations. In order to ensure that oversight is provided at the appropriate level and to reduce the attendant financial and reputational risks, these posts should be established at the proposed levels.

99. The Regional Administrative Officers will serve as administrative heads in the regions in which they are located (Baidoa, Belet Weyne, Kismaayo and Garowe). The incumbents of the posts will provide effective interface with the Heads of Offices (UNSOM), AMISOM sector commanders and other United Nations country

team elements that may be present in their respective regions. The Regional Administrative Officers will report to the Administrative Officer at the P-4 level who will be responsible for the coordination of regional support.

100. It is also proposed that the staffing structure of the Cell include two existing posts and one position, comprising two Field Service posts and one United Nations Volunteer position which will be redeployed or reassigned to this Cell.

**Staff Welfare and Counselling Unit**

101. It is proposed that a Staff Welfare and Counselling Unit and two Staff Counsellor (one P-4 and one National Professional Officer) posts be established. UNSOS currently does not have a dedicated Staff Welfare and Counselling Unit, as the function is performed by the Medical Services Section. The environment in Somalia is one of the most stressful among those in which United Nations staff members serve, and there are very few opportunities for meaningful recreation in the country. UNSOS has therefore also been relying on ad hoc visits from the Staff Counsellor of the United Nations Office at Nairobi. Together with the recently established Welfare Committee, UNSOS requires a strong standing capacity for the organization, development and execution of welfare programmes. UNSOS therefore proposes a strengthening of the staff welfare and counselling functions of UNSOS. The increase in staffing through one P-4 post and one National Professional Officer Staff Counsellor post will improve the welfare situation and the quality of life of staff within UNSOS, thereby contributing to the ability to recruit staff to serve in Somalia and retain them.

102. It is also proposed that the staffing structure of the Unit include two existing posts and one position: two P-3 posts and one United Nations Volunteer position, to be redeployed or reassigned to this Unit.

**Immediate Office of the Deputy Director**

103. It is proposed that one Administrative Officer for Regional Service Centre at Entebbe Liaison (Field Service) post and two Administrative Assistant posts (one Field Service and one national General Service) be established.

104. Following the implementation of the global field support strategy, the UNSOS Deputy Director will be managing a heavy portfolio, including the Mission Support Centre, a strengthened Human Resources Section, the Budget and Finance Section, the Training Unit, the Common Services Unit and the Property Control and Inventory Unit. It is therefore proposed that the capacity of the front office be increased with two Administrative Assistants (one Field Service and one national General Service) in order to meet the demands of the daily operations.

105. With the relocation of a number of transactional functions from UNSOS to the Regional Service Centre at Entebbe, there is a requirement for constant liaison and coordination with the Centre as the clients continue to follow up on entitlements and other payments that are being handled by the Centre. This is particularly important as UNSOS-supported clients expect issues associated with the Centre to be resolved directly by UNSOS. It may be noted that UNSOS received the lowest score by its clients in the global field support strategy survey, and subsequent analysis revealed that this was related, in part, to the dissatisfaction of clients with the services provided by the Centre. Hence, it is proposed that an Administrative Officer

(Regional Service Centre at Entebbe Liaison) at the Field Service level be established.

106. It is also proposed that the staffing structure of the Office include two existing posts: one D-1 post and one P-3 post, which will be redeployed to this Office.

**Human Resources Section**

107. It is proposed that four Human Resources Officer (one P-4, two P-3 and one Field Service) posts, four Human Resources Assistant (Field Service) posts and one Travel Assistant (Field Service) post be established. The Human Resources Section has been reorganized to align with the Field Personnel Division model and is being strengthened to reflect both the level of responsibility and client support requirements of UNSOM, AMISOM and UNSOS, it being noted that most transactional functions have been transferred to the Regional Service Centre at Entebbe.

108. At the current staffing level, the Section is not able to respond to the immediate needs of all of its clients, or to manage other substantive human resources tasks such as strategic workforce planning; management of the missions' staffing tables; advice to the senior leadership team and hiring managers; and policy implementation and monitoring in order to safeguard operational priorities and budgetary imperatives. To meet the workload, the Human Resources Section has historically borrowed posts and utilized individual contractors to provide assistance in performing functions associated with time and attendance and data cleansing among others. This situation is untenable in the long term.

109. The number of posts approved for the Human Resources Section has remained largely unchanged since UNSOS was established in 2009, with a total civilian staff of 204, despite the fact that the current total civilian strength of UNSOS has grown to 483. In addition, its operations have increased in complexity, with clients based in three major duty stations: Mogadishu, Nairobi and Mombasa. It is evident that the capacity of the Human Resources Section has been stretched to unsustainable levels in supporting almost two and a half times the number of posts in 2009. With the launch of Umoja, there will be some shift in the focus of services, with a move towards monitoring, policy advice and substantive support, to both the management and staff at large.

110. The average number of staff per human resources staff number in peacekeeping operations is 35, whereas this ratio is currently 55 in the case of UNSOS. With the addition of 138 posts and positions (excluding six government-provided personnel) proposed for the 2016/17 period, 9 of which are proposed to strengthen the Human Resources Section, the average number of staff per human resources staff number will decrease to 33.

111. Finally, it is requested that the Chief Human Resources Officer position (P-5) funded through general temporary assistance be converted to a regular post.

112. It is proposed that the staffing structure of the Section include 15 existing posts: one P-4 post, one P-3 post, six Field Service posts, one National Professional Officer post, six national General Service posts; and two positions, namely, one P-5 position (funded through general temporary assistance, and whose conversion to a regular post is proposed) and one United Nations Volunteer position, to be redeployed to this Section.

**Budget and Finance Section**

113. It is proposed that the Budget and Finance Section continue to perform activities that were within its purview before the restructuring. It is proposed that the staffing structure include 19 existing posts, including one P-5 post, one P-4 post, two P-3 posts, five Field Service posts, one National Professional Officer post and nine national General Service posts, one of which will be redeployed from the former Somalia Support Operations.

**Training Unit**

114. The tasks assigned to UNSOS include building of capacity of AMISOM troop- and police-contributing countries. Innovative approaches and a significantly restructured methodology will ensure optimization of the limited capacity, thereby ensuring that the required services can be provided without the need for increased staffing in this area. There is a need, however, to reclassify the Assistant Training Officer post (P-2) to a Training Officer post (P-3) to ensure that a high level of competence and the requisite knowledge and experience are available in the Unit.

115. It is proposed that the staffing structure of the Unit include seven existing posts: one P-4 post, one P-2 post (with proposed reclassification as a P-3 post), two Field Service posts, one National Professional Officer post and two national General Service posts, which will be redeployed or reassigned to this Unit.

**Common Services Unit**

116. UNSOS provides a wide range of critical support services to the United Nations country team in Somalia, which is also located in Kenya. The Common Services Unit will serve as the prime interface for coordination of support, the establishment of legal agreements with third parties and cost reimbursement by the United Nations country team and other entities that receive support from UNSOS, and for relations with the United Nations Office at Nairobi and host country services in Kenya. It is proposed that the Unit operate through existing staffing capacity, which consists of four posts: one P-3 post, one Field Service post and two national General Service posts, which will be redeployed to this Unit.

**Property Control and Inventory Unit**

117. It is proposed that the Property Control and Inventory Unit continue to perform activities that were within its purview before the restructuring. The Unit will operate through existing staffing capacity, which consists of eight posts: one P-4 post, two Field Service posts and five national General Service posts, which will be redeployed to this Unit.

**Mission Support Centre**

**Office of the Chief, Mission Support Centre**

118. It is proposed that an Office of the Chief, Mission Support Centre, and one Administrative Assistant (Field Service) post be established. The Mission Support Centre was established following the implementation of the global field support strategy. The need for such an entity was a critical finding of the recently concluded UNSOS strategic review, as managing the various customers serviced by UNSOS effectively has stretched the capacity of UNSOS. The Mission Support Centre will

be headed by a P-5 post and the Office of the Chief will be supported by three P-4 logisticians (two of whom will be Military Liaison Officers) and one Field Service Administrative Assistant. The tasks of the Office of the Chief, Mission Support Centre, will be to manage the activities of the six entities headed by the Centre, namely, the Information and Reporting Cell, the Planning Unit, the Somali National Army Support Cell, the Operations Unit, the Joint Movement Control Centre and the Contingent-owned Equipment Unit. The Administrative Assistant post (Field Service) will be based in Mogadishu along with the rest of the team.

119. Currently, the joint planning and coordination mechanisms subsisting among UNSOS, the African Union, the troop-contributing countries, donors, partners, and UNSOM, AMISOM and SNA are reactive rather than proactive. This is primarily due to limited capacity and the absence of appropriate formal structures for undertaking the task. This has resulted, at times, in disjointed efforts, leading to shortfalls in capacity and support provided to AMISOM and SNA. This is particularly the case in relation to in-kind support directly provided through partners.

120. When UNSOS was established, AMISOM was its sole client. A Joint Support Operations Centre, comprising AMISOM and UNSOS elements and headed by AMISOM, was established to coordinate the provision of the force support requirements by UNSOS. At the time, such a mechanism was adequate, but with the expansion of clients and consequently of the support requirements, the Joint Support Operations Centre model has proved to be inadequate for dealing with the size and complexity of UNSOS operations. In addition, in line with the new global field support strategy structure based on supply chain management and service delivery services, it is important to establish a Mission Support Centre to undertake joint planning and coordination functions.

121. It is also proposed that the staffing structure of the Office include four existing posts: one P-5 post and three P-4 posts, which will be redeployed to this Office.

**Information and Reporting Cell**

122. It is proposed that an Information and Reporting Cell and one Logistics Officer (P-3) post be established. The Information and Reporting Cell will provide information and reports on mission support, including monitoring and tracking of client requirements. In this regard, the Cell will be constantly interacting with Supply Chain and Service Delivery operations to ensure accurate reporting and feedback.

123. It is also proposed that the staffing structure of the Cell include one existing Field Service post, which will be reassigned to this Cell.

**Planning Unit**

124. It is proposed that a Planning Unit and two Logistics Officer posts (one P-4 and one P-3) be established. The Planning Unit will be responsible for providing details on future events and activities planned by UNSOS clients, the Supply Chain Management Service and the Service Delivery Service for their advance information and planning. To ensure a seamless tie-in with the Supply Chain Management and Service Delivery Services, the Planning Unit will hold weekly meetings with those Services. In addition, all clients, partners and donors will be updated at varying

periods depending upon the requirements with regard to the status of their requests and projects.

125. It is also proposed that the staffing structure of the Unit include three existing Field Service posts, which will be redeployed to this Unit.

**Somali National Army (SNA) Support Cell**

126. It is proposed that a SNA Support Cell and one Logistics Officer (Field Service) post and one Logistics Assistant (Field Service) post be established. The SNA Support Cell is an integral part of the Operations Unit and will ensure that SNA requirements are met. The SNA Support Cell also interacts with partners in actual execution of partner-led support to SNA.

127. It is also proposed that the staffing structure of the Cell include one existing P-4 post, which will be reassigned to this Cell.

**Operations Unit**

128. It is proposed that an Operations Unit and one Logistics Officer (P-3) post and one Logistics Assistant (Field Service) post be established. The Operations Unit provides an active interface with AMISOM, UNSOM and SNA and an interface with military sectors and UNSOM regions in respect of their operational requirements. UNSOS staff from the Operations Unit will be embedded in the Joint Support Operations Centre so as to provide uninterrupted support to AMISOM. The Operations Unit participates in immediate operational planning meetings including those required for special events.

129. It is also proposed that the staffing structure of the Unit include five existing posts: one P-3 post and four Field Service posts, which will be redeployed to this Unit.

**Contingent-owned Equipment Unit**

130. It is proposed that a Contingent-owned Equipment Unit and one Contingent-owned Equipment Officer (P-4) post and two Contingent-owned Equipment Assistant (Field Service) posts be established. The Unit will require resources to cope with the increasingly demanding task of contingent-owned equipment verification required under the tripartite memorandum of understanding, which was recommended by the strategic review and which will significantly increase the contingent-owned equipment fleet under UNSOS responsibility. The Unit will be headed by a COE Officer (Field Service); however, with 22,126 troops spread out across south-central Somalia, and owing to the high level of oversight and accountability demanded by the position, UNSOS proposes that the Unit be headed by a Contingent-owned Equipment Officer at the P-4 level. While actual inspections in areas inaccessible to staff members will continue to be addressed through third-party contractors, staff members will be responsible for ensuring appropriate oversight and reporting.

131. It is also proposed that the staffing structure of the Unit include seven existing Field Service posts, which will be redeployed to this Unit.

### Joint Movement Control Centre

132. It is proposed that a Joint Movement Control Centre be established and that the Centre operate through six existing Field Service posts, which will be redeployed or reassigned to the Centre.

### Supply Chain Management Service

133. A summary of the proposed staffing changes in the Supply Chain Management Service is set out in table 6 below.

Table 6
**Proposed staffing changes in the Supply Chain Management Service**

| *Office Section Unit* | *Type of proposed staffing change* | *Number of proposed staffing changes* | *Post details* | *From/to* |
|---|---|---|---|---|
| Office of the Chief, Supply Chain Management | Establishment | 1 | D-1 | |
| | Reassignment | 1 | P-4 | From Office of the Director/Immediate Office of the Director |
| | Redeployment | 1 | NGS | From Strategic Management Services/ Engineering |
| | Reassignment | 1 | NGS | From Office of the Director/Property Management |
| Acquisition, Planning and Tracking Section | Establishment | 2 | 1 P-5, 1 FS | |
| | Reassignment | 2 | 1 P-3, 1 FS | From Strategic Management Services/ Engineering |
| | Redeployment | 2 | 1 P-3, 1 NGS | From Somalia Support Operations/ Movement Control |
| | Redeployment | 1 | FS | From Somalia Support Operations/ Mogadishu Logistics Base |
| | Redeployment | 1 | NPO | From Somalia Support Operations/ Contracts Management |
| | Redeployment | 2 | 1 NPO, 1 NGS | From Strategic Management Services/ Movement Control Section |
| | Reassignment | 1 | NGS | From Strategic Management Services/ Aviation |
| | Redeployment | 1 | NGS | From Strategic Management Services/ Engineering Section |
| | Reassignment | 1 | NGS | From Office of the Director/Property Management |
| | Reassignment | 1 | NGS | From Strategic Management Services/ Supply Section |
| Procurement Section | Establishment | 5 | 2 P-4, 3 P-3 | |
| | Redeployment | 16 | 1 P-5, 2 P-4, 1 P-3, 4 FS, 3 NPO, 5 NGS | From Strategic Management Services/ Procurement Section |
| | Conversion/ redeployment | 1 | P-3 | From Strategic Management Services/ Procurement Section |
| | Reclassification/ redeployment | 1 | P-3 | From Strategic Management Services/ Procurement Section |

| *Office Section Unit* | *Type of proposed staffing change* | *Number of proposed staffing changes* | *Post details* | *From to* |
|---|---|---|---|---|
| | Reassignment | 1 | FS | From Office of the Director/Immediate Office of the Director |
| | Reassignment | 1 | FS | From Strategic Management Services/ Training |
| | Redeployment | 3 | 1 FS, 1 NPO, 1 NGS | From Somalia Support Operations/ Administrative Services |
| Supply Chain Goods Section | Establishment | 8 | 1 P-5, 2 P-4, 2 P-3, 3 NPO | |
| | Redeployment | 1 | P-3 | From Office of the Director/Contracts Management |
| | Redeployment | 1 | P-3 | From Strategic Management Services/ Immediate Office of the Deputy Director |
| | Redeployment | 1 | NPO | From Somalia Support Operations/ Mombasa Support Base |
| | Reassignment | 1 | NGS | From Strategic Management Services/ GITT |
| | Reassignment | 2 | NGS | From Strategic Management Services/ Engineering |
| | Redeployment | 3 | NGS | From Strategic Management Services/ Movement Control |
| Supply Chain Services Section | Establishment | 6 | 1 P-5, 2 P-4, 1 P-3, 1 NPO, 1 NGS | |
| | Redeployment | 2 | 1 P-3, 1 NPO | From Office of the Director/Contracts Management |
| | Reassignment | 1 | FS | From Strategic Management Services/ GITT |
| | Reassignment | 3 | 1 FS, 1 NPO, 1 NGS | From Strategic Management Services/ Engineering |
| | Redeployment | 1 | NGS | From Somalia Support Services/ Mogadishu Logistics Base |
| Integrated Warehousing and Distribution (Central Warehousing) Section | Establishment | 11 | 1 P-4, 8 FS, 2 NGS | |
| | Redeployment | 1 | P-5 | From Somalia Support Operations/ Logistics Bases |
| | Redeployment | 2 | 1 P-4, 1 FS | From Strategic Management Services/ Movement Control |
| | Redeployment | 3 | 1 P-4, 1 FS, 1 NGS | From Somalia Support Operations/ Mombasa Support Base |
| | Redeployment | 1 | FS | From Somalia Support Operations/ Operations and Plans |
| | Redeployment | 4 | 3 FS, 1 NGS | From Somalia Support Operations/ Movement Control |
| | Redeployment | 3 | 1 FS, 2 NGS | From Somalia Support Operations/ Mombasa Support Base/Asset Management |

| *Office Section Unit* | *Type of proposed staffing change* | *Number of proposed staffing changes* | *Post details* | *From to* |
|---|---|---|---|---|
| | Redeployment | 6 | 5 FS, 1 NGS | From Somalia Support Operations/ Mogadishu Logistics Base |
| | Reassignment | 1 | FS | From Somalia Support Operations/ Transport |
| | Reassignment | 3 | 1 FS, 2 NGS | From Somalia Support Operations/ Engineering |
| | Redeployment | 1 | FS | From Somalia Support Operations/ Medical Services |
| | Redeployment | 5 | 2 FS, 3 NGS | From Somalia Support Operations/ Property Management |
| | Redeployment | 10 | 3 FS, 7 NGS | From Somalia Support Operations/ Mombasa Support Base/Property Management |
| | Reassignment | 2 | FS | From Somalia Support Operations/ Mombasa Support Base/GITT |
| | Reassignment | 3 | 1 FS, 2 NGS | From Somalia Support Operations/ Mombasa Support Base/Supply |
| | Reassignment | 1 | FS | From Somalia Support Operations/ Mombasa Support Base/Transport |
| | Redeployment | 4 | 1 NPO, 3 NGS | From Somalia Support Operations/ Mombasa Support Base/Movement Control |
| | Reassignment | 1 | NPO | From Office of the Director/Contracts Management |
| | Reassignment | 3 | NGS | From Somalia Support Operations/ Administrative Services |
| | Redeployment | 1 | NGS | From Somalia Support Operations/Supply |
| | Reassignment | 3 | 1 NGS, 2 UNV | From Somalia Support Operations/Supply |
| | Conversion/ reassignment | 1 | UNV | From Strategic Management Services/ Engineering |
| **Net change in the Supply Chain Management Service** | | **147** | | |

134. It is proposed that a Supply Chain Management Service be established, involving the establishment of 33 new posts. An overview of the new Service encompasses the establishment of a new Office, headed by a Chief (D-1), Supply Chain Management Service; revised duties for a number of sections, through the introduction of supply chain processes; altered reporting lines both within and between sections; the dissolution of the previous Movement and Control, Property Management, and Procurement Sections; the introduction of two Supply Chain Sections, horizontally structured, with one devoted to the acquisition of goods and the other, to services; and enhanced capacity, particularly in the areas of category management (which UNSOS wishes to initiate), procurement officers and warehousing staff. It provides the basis for centralizing the oversight and

management of existing warehouses in Mombasa and Mogadishu and staffing regional warehousing in Somalia, which commenced operation during the fourth quarter of 2015.

135. The Service comprises five Sections, namely, Acquisition, Planning and Tracking, Procurement, Central Warehousing, Supply Chain Goods, and Supply Chain Services.

136. One of the key causes of the lack of efficacy in the overall strategy of outsourcing in UNSOS has been the shortage of procurement resources in terms of staff numbers and experience. UNSOS requires an agile and responsive supply chain which offers suitable and flexible solutions to the issue of meeting the extremely dynamic and challenging demands of the client missions. The current bottleneck has to be overcome and the process improved by eliminating non-value-adding, mainly bureaucratic activities and waiting times, as well as by adding productive and experienced buyers so as to increase the capacity of the purchasing elements within the overall supply chain. While the total number of purchase orders processed by UNSOS in the previous period was at an all-time high of 1,539 (as an outcome of 276 solicitations), the actual requirement and target is estimated to be about double the current figures.

**Office of the Chief, Supply Chain Management**

137. It is proposed that one Chief of Service, Supply Chain Management (D-1) post be established for head of the Supply Chain Management Service. The Service is currently spread over several locations with the warehouse and distribution functions, in other words, the physical supply chain functions for goods, located almost entirely in Mombasa, Mogadishu and sector hub locations. The main functions of virtual supply chain management (acquisition planning, requisitioning, market survey, solicitation, contracting, inbound coordination, tracking and monitoring), constitute the essential difference from the current structure and are the key to an improved and more effective and efficient supply chain process, and are currently almost all collocated in Nairobi. Separating these functions from one another has a proved negative effect on workflow and causes unnecessary interruptions and waiting time. Detailed studies and analysis conducted by the UNSOS supply chain team have clearly shown that to ensure an effective work flow, it is essential for all the elements of a process to be collocated and unified. As the vast majority of the activities of this Office are location-independent and mainly administrative, logistical and virtual in nature, it is not considered essential to move these functions forward to Mogadishu or to any other location. A move of the functions to enable collocation with the cargo receiving function in Mombasa, however, will provide an opportunity to consolidate functions as well as reassure clients that a larger number of UNSOS personnel are located closer to the area of operations rather than remotely in Nairobi. Inability to absorb this additional group of staff to Mogadishu due to space constraints, unavailability of accommodations, and the exposure to a high-risk environment, combined with the large costs associated with such a move, are also key decisive factors with respect to locating the supply chain management functions mostly in Mombasa.

138. The Direct Office of the Chief, Supply Chain Management Service, will be mobile in the sense of ensuring that functions and activities at all locations interact

effectively and that process boundaries associated with different physical locations are managed successfully.

139. It is also proposed that the staffing structure of the Office include three existing posts: one P-4 post and two national General Service posts, which will be redeployed or reassigned to this office.

**Acquisition, Planning and Tracking Section**

140. It is proposed that one Acquisition Planning Officer (P-5) post and one Tracking and Monitoring Officer (Field Service) post be established. The Section will be responsible for the formulation of strategies and associated processes required to adequately forecast, plan and monitor stock and service levels, planning and coordination activities with the Service Delivery Service, and preparation of subsequent detailed acquisition plans, and for ensuring the consistent, dependable movement and supply of goods and services to the Service Delivery Service. The development is under way of an automated inventory management system which collects data on demand and supply of recurring requirements and initiates automatic reorders based on delivery lead times. The system is operated by the monitoring function within the Section. The Section also facilitates the tracking and movement of goods through to their ultimate end-user destination so as to ensure continuous availability of stocks in support of AMISOM (and internal customers). Detailed and continuous statistical monitoring and control activities within this Section are the basis for the triggering of semi-automatic reorders.

141. Most of the tasks and activities carried out are location-independent and are not operationally tied to the field or forward location. The interface with the Service Delivery Section, the only direct client, will be achieved through monthly meetings either by videoconferencing or, at least on a quarterly basis, in person. Information-sharing and record keeping will be managed virtually through the Umoja dashboards and similar tools.

142. It is also proposed that the staffing structure of the Section include 13 existing posts: two P-3 posts, two Field Service posts, three National Professional Officer posts and six national General Service posts, which will be redeployed or reassigned to this Section.

**Procurement Section**

143. It is proposed that five Procurement Officer (two P-4 and three P-3) posts be established. The Procurement Section plays a strategic role in procuring the goods and services required and ensuring that appropriate procedural and policy guidelines are followed, that quality standards are upheld and that an audit trail is maintained.

144. The organizational setting of procurement personnel in UNSOS is designed to eliminate the latency and waiting time attributable to the existence of vertical silos in the conventional mission structures. Buyers practise their personal procurement delegation within the supply chain workflow and are administratively managed by the supply chain sections. All procedural tasking and guidance are provided by the Chief Procurement Officer so as to ensure strict compliance with regulations.

145. The Office of the Chief Procurement Officer, in collaboration with the Risk and Compliance Unit, ensures that audit queries are responded to quickly and effectively and that any audit recommendations accepted by UNSOS management

are fully implemented as directed. The Office undertakes outreach activities with a view to enhancing vendor participation in tendering exercises, enriching the vendor pool and ensuring that the marketplace is conversant with how to do business with the United Nations.

146. The additional number of procurement personnel is required pursuant to an analysis of the gaps between demand and supply, in particular in the service area. The number of long-term agreements and local systems contracts for services that pass through the supply chain is estimated to have increased by 150-200 per cent. This increase, while seemingly high, is attributable to two main factors: (a) the coverage of service requirements with contracts, which is currently at only about 50-60 per cent; and (b) the further push towards outsourcing more functions to commercial service providers, which will increase the workload of the supply chain and hence procurement activities.

147. With the addition of five new posts, UNSOS is targeting a reduction in the processing time of the acquisition process by 40 per cent as a result of additional supply chain resources, namely, outsourced category management, enhanced inbound coordination and enhanced contracts management. More critically, based on improved processing times and coordination of planning, UNSOS is anticipating an increase in demand satisfaction to 95 per cent of critical assets and expendables, by means of managing stock levels based on historical demand records, improved lead times and application of statistical deviation factors. Similar results are expected through the supply chain for services where improved demand satisfaction is anticipated as a result of reduced acquisition cycle times and an improved demand forecast and acquisition management.

148. It is also proposed that a P-3 Procurement Officer position funded through general temporary assistance be converted to a regular P-3 Procurement Officer post.

149. In addition, it is proposed that the existing Associate Procurement Officer post at the P-2 level be reclassified to the P-3 level as a Procurement Officer post to ensure that a higher level of competence and the requisite knowledge and experience are available in the Section.

150. It is proposed that the staffing structure of the Section include 22 existing posts: one P-5 post, two P-4 posts, one P-3 post, one P-2 (proposed for reclassification as a P-3) post, seven Field Service posts, four National Professional Officer posts and six national General Service posts; and one P-3 position funded through general temporary assistance and proposed for conversion to a regular post. These 22 posts and 1 position will be redeployed or reassigned to this Section.

**Supply Chain Goods and Supply Chain Services Sections**

151. It is proposed that one Senior Supply Chain Officer (P-5) post, two Supply Chain Officer (P-4) posts, four Category Management Officer (one P-3 and three National Professional Officers) posts and one Inbound Coordinator (P-3) post be established in the Supply Chain Goods Section; and one Senior Supply Chain Officer (P-5) post, two Supply Chain Officer (P-4) posts, two Category Management Officer (one P-3 and one National Professional Officer) posts and one Administrative Assistant (national General Service) post be established for the Supply Chain Services Section. The Supply Chain Goods and Services Sections are

essentially the sourcing facilitators in the overall supply chain process. Once a requirement from the client has been received in the supply chain through the acquisition plan, it is assigned to a team leader within either the Supply Chain Goods or the Supply Chain Services Section depending on the type of requirement. The team leader, as the overall process owner, is then responsible throughout the process for the successful sourcing, purchasing, delivery and receipt of the requirement. The process owner is supported by a team of category or product managers, which are new functions whose important role is to fine-tune the requirement presented by the client, identify suitable sources of specifications, similar statements of work and terms of reference from the Global Service Centre or other sources, also identify potential suppliers/vendors through technical market surveys and requests for information in cooperation with the buyers, and coordinate the final technical sections of the standardized solicitation documents with the client. These documents are submitted to the buyer located in the Procurement Section who conducts the solicitation under professional quality control. Once a contract/purchase order has been awarded, the inbound coordination function takes over and ensures that all orders are tracked and monitored until received by UNSOS. This includes coordination among supplier, freight forwarder and third-party logistics contractors. Contracts management staff in the Section then ensures the appropriate implementation of the contract, monitors performance and administers contract conditions and duration. These functions represent the basic horizontal workflow of the Sections and the key improvements of the entire supply chain structure.

152. The current acquisition process has been highlighted by all UNSOS clients, as unfit for its purpose. On average, conclusion of the processing of a contract with a value above $150,000 takes more than 400 days. Currently, the delivery of goods (and services) is often delayed further. Recent measurements have revealed that on average, orders against existing global, regional, or local systems contracts have a delivery lead time of 288 days, with only 8 per cent of orders being delivered on time by vendors. Current staffing levels have led to staff's being overloaded.

153. The approach that UNSOS is taking with this set-up, in particular the introduction of category/product managers, is a standard function in the commercial world and established supply chains in multidimensional organizations. The category managers will ensure that solicitations are guided effectively in order that the best results may be achieved from the available market. Performance attributes of those well-functioning supply chains, such as vendor reliability, order responsiveness and agility, represent key targets and performance goals for this function.

154. Further down in the supply chain process, the function of inbound coordination requires reinforcement owing to its strategic importance in coordinating all incoming and transitioning shipments into UNSOS. It requires close communication among suppliers, freight forwarders, logistic providers, customs authorities, port authorities, and the downstream functions at the warehouse itself. Currently, this function, resourced with a single staff member, is experiencing a high level of insufficiency.

155. It is also proposed that the staffing structure of the Supply Chain Goods Section include nine existing posts: two P-3 posts, one National Professional Officer post and six national General Service posts; and that the staffing structure of the

Supply Chain Services Section include seven existing posts: one P-3 post, two Field Service posts, two National Professional Officer posts and two national General Service posts. These posts will be redeployed or reassigned to these Sections.

**Integrated Warehousing and Distribution (Central Warehousing) Section**

156. It is proposed that one Logistics Officer (P-4) post, two Asset Manager and six Asset Management Assistant (Field Service) posts and two Administrative Assistant (national General Service) posts be established. Currently, the warehousing element of the supply chain is fundamentally understaffed and does not function well, owing partly to a number of dual staff reporting lines and partly to under-resourcing. The intention of the supply chain management is to centralize warehouse assets and stocks and remove the self-accounting siloed staffing reporting and controls. This restructuring will create one coherent structure with clear, unambiguous reporting lines and improve workforce planning. The restructuring and re-engineering of internal processes target the standardization of currently fragmented activities within the self-accounting silos while improving process cycle times within existing warehouse processes by 40 per cent.

157. The Chief, Central Warehousing and Distribution, will ensure the smooth and effective operation of the two main logistics bases in Mogadishu and Mombasa and warehousing activities in the sector hubs. The Chief will also manage all logistical activities associated with movement, shipping, distribution and warehousing of stock at all locations and will ensure that policy and guidelines are respected and that inventory management and key performance indicators are reported. The revised supply chain processes will ensure adequate levels of operational stock for the majority of commodities in the various sectors, and reserve and safety stock at Mogadishu Logistics Base and Mombasa Support Base, respectively. The Section will maintain Umoja and Galileo records as the main tools for virtually managing stock, and also for subsequent reporting on key performance indicators and other data. The Section will also control the activities of third-party contractors, including logistics and transportation/movement service providers to Kenya and Somalia and throughout the regional sectors, and administer the human resources of this functionality.

158. The bases and warehouses report directly to the Chief and will be supported by various functions in each location, namely, logistics control, shipping coordination, receipt and inspection, physical verification, warehouse operations, yard operations and life-cycle management (including property disposal). Each base is headed by a P-4 or equivalent National Professional Officer. Mogadishu Logistics Base will support a Cargo Distribution Unit responsible for the downstream supply chain operations, including on-time deliveries from Mogadishu to the various sector warehouses and the service delivery component of UNSOS. Centralized warehouse staff will report solely within this structure to provide for more direct control over human resources. In the sectors, central warehouses which are currently being established will each be headed by a Field Service warehouse manager and supported by a team of commercial warehouse operators which UNSOS intends to source commercially.

159. UNSOS will continue with its strong outsourcing policy in the expansion of its warehousing activities with the placement of outsourced personnel as staff in the regional warehouses (which are in the process of being built) and bolstering of the

Mombasa and Mogadishu warehouses by an additional outsourced capacity. Nevertheless, an additional six new staff posts are proposed for the regions and five in the main warehouses, driven by the expansion of UNSOS activities and the need to bolster existing staff resources.

160. In addition to facing a processing "bottleneck" in the acquisition area of its operations, UNSOS is equally challenged in its warehousing operations. Fundamentally, unless UNSOS has accurate and detailed information on its existing current asset and stock levels, it will be impossible to ensure that goods and services are ordered in the correct quantities or at the right time. The additional efforts and activities in the new supply chain approach include detailed bin level management based on historical demand data, accurate lead time data, and statistical correction factors. Given the large number of bins and items overall, this task will require human resources sufficient for the operation and for delivering the expected results.

161. In addition to the proposal for the establishment of 11 new posts, a proposal also exists for the conversion of a temporary United Nations Volunteer position to a regular one.

162. It is also proposed that the staffing structure of the Section include 56 existing posts: one P-5 post, two P-4 posts, 24 Field Service posts, two National Professional Officer posts and 27 national General Service posts and three United Nations Volunteer positions, one of which is proposed for conversion from a temporary to a regular position. These 56 posts and three positions will be redeployed or reassigned to this Section.

**Service Delivery Service**

163. A summary of the proposed staffing changes in the Service Delivery Service is set out in table 7 below.

Table 7
**Proposed staffing changes in the Service Delivery Service**

| *Office Section Unit* | *Type of proposed staffing change* | *Number of proposed staffing changes* | *Post details* | *From to* |
|---|---|---|---|---|
| Office of the Chief, Service Delivery | Establishment | 4 | 1 P-5, 2 P-4, 1 P-3 | |
| | Redeployment | 2 | 1 D-1, 1 FS | From Somalia Support Operations/ Immediate Office of the Deputy Director |
| | Redeployment | 1 | P-5 | From Office of the Director/Contracts Management (post is located at the Regional Procurement Office in Entebbe) |
| | Redeployment | 1 | P-3 | From Somalia Support Operations/ Administrative Services |
| | Redeployment | 1 | FS | From Somalia Support Operations/ Operations and Plans |
| Integrated Transportation Services Section | Establishment | 4 | 1 P-5, 3 P-3 | |
| | Redeployment | 13 | 1 P-4, 9 FS, 2 NGS, 1 UNV | From Somalia Support Operations/ Aviation |
| | Redeployment | 9 | 2 P-3, 4 FS, 1 NPO, 2 NGS | From Strategic Management Services/ Aviation |

| *Office Section Unit* | *Type of proposed staffing change* | *Number of proposed staffing changes* | *Post details* | *From to* |
|---|---|---|---|---|
| | Redeployment | 1 | FS | From Somalia Support Operations/ Immediate Office of the Deputy Director |
| | Redeployment | 3 | 2 FS, 1 NGS | From Strategic Management Services/ Movement Control |
| | Redeployment | 5 | 3 FS, 2 UNV | From Somalia Support Operations/ Movement Control |
| | Redeployment | 8 | 2 FS, 6 NGS | From Strategic Management Services/ Transport |
| | Reassignment | 1 | NGS | From Somalia Support Operations/ Aviation |
| | Redeployment | 1 | NGS | From Office of the Director/Immediate Office of the Director |
| | Redeployment | 3 | NGS | From Somalia Support Operations/ Mombasa Support Base/Transport |
| | Redeployment | 1 | NGS | From Somalia Support Operations/GITT |
| | Redeployment | 1 | NGS | From Somalia Support Operations/ Administrative Services |
| | Reassignment | 1 | NGS | From Strategic Management Services/ Movement Control |
| Facilities and Environmental Management Section | Establishment | 5 | 1 P-5, 1 P-4, 3 P-3 | |
| | Redeployment | 7 | FS | From Strategic Management Services/ GITT |
| | Redeployment | 4 | FS | From Somalia Support Operations/GITT |
| | Reassignment | 1 | FS | From Somalia Support Operations/ Aviation |
| | Redeployment | 8 | 4 FS, 3 NGS, 1 UNV | From Somalia Support Operations/ Engineering |
| | Redeployment | 1 | FS | From Strategic Management Services/ Engineering |
| | Redeployment | 1 | FS | From Strategic Management Services/ Supply |
| | Redeployment | 1 | FS | From Somalia Support Operations/ Mombasa Support Base/GITT |
| | Redeployment | 1 | NGS | From Somalia Support Operations/ Mombasa Support Base |
| | Redeployment | 1 | UNV | From Somalia Support Operations/ Administrative Services |
| Vehicle and Plant Equipment Maintenance Services Section | Establishment | 5 | 1 P-5, 2 P-4, 2 P-3 | |
| | Redeployment | 2 | 1 P-4, 1 FS | From Strategic Management Services/ Transport |
| | Redeployment | 1 | P-4 | From Strategic Management Services/ Engineering |
| | Redeployment | 1 | P-3 | From Office of the Director/Contracts Management |

| *Office Section/Unit* | *Type of proposed staffing change* | *Number of proposed staffing changes* | *Post details* | *From/to* |
|---|---|---|---|---|
| | Redeployment | 3 | 1 P-3, 2 FS | From Somalia Support Operations/ Transport |
| | Redeployment | 3 | 2 FS, 1 NGS | From Somalia Support Operations/GITT |
| | Redeployment | 4 | FS | From Somalia Support Operations/ Engineering |
| | Redeployment | 1 | FS | From Somalia Support Operations/ Mombasa Support Base/Supply |
| | Redeployment | 1 | NGS | From Office of the Director/Property Management |
| | Redeployment | 3 | NGS | From Somalia Support Operations/ Supply |
| Life Support Services Section | Establishment | 5 | 2 P-4, 3 P-3 | |
| | Redeployment | 1 | P-5 | From Strategic Management Services/ Supply |
| | Redeployment | 1 | P-4 | From Office of the Director/Contracts Management |
| | Redeployment | 19 | 1 P-3, 11 FS, 5 NGS, 2 UNV | From Somalia Support Operations/ Supply |
| | Redeployment | 2 | 1 NPO, 1 NGS | From Somalia Support Operations/ Mombasa Support Base/Supply |
| Medical Services Section | Establishment | 5 | 1 P-4, 1 P-3, 3 UNV | |
| | Redeployment | 9 | 1 P-5, 1 P-3, 1 FS, 3 NPO, 3 NGS | From Strategic Management Services/ Medical |
| | Redeployment | 11 | 1 P-4, 1 P-3, 4 FS, 2 NPO, 3 UNV | From Somalia Support Operations/ Medical |
| | Redeployment | 2 | 1 NPO, 1 NGS | From Somalia Support Operations/ Mombasa Support Base/Medical |
| Infrastructure Design and Implementation Section | Establishment | 11 | 3 P-4, 8 P-3 | |
| | Redeployment | 3 | 1 P-5, 1 NPO, 1 FS | From Strategic Management Services/ Engineering |
| | Redeployment | 5 | 2 P-4, 3 FS | From Somalia Support Operations/ Engineering |
| | Redeployment | 1 | FS | From Somalia Support Operations/GITT |
| | Redeployment | 1 | FS | From Somalia Support Operations/ Mombasa Support Base/GITT |
| | Redeployment | 1 | FS | From Office of the Director/Contracts Management |
| | Reassignment | 1 | FS | From Somalia Support Operations/ Supply |
| | Redeployment | 1 | FS | From Somalia Support Operations/ Supply |
| | Redeployment | 1 | NPO | From Somalia Support Operations/ Mombasa Support Base/Engineering |
| **Net change in the Service Delivery Service** | | **204** | | |

164. It is proposed that a Service Delivery Service be established, entailing the establishment of 39 new posts. Service improvements in the Supply Chain Management Service will be felt by the clients only if improvements in support of goods and services acquired are used effectively through quick and flexible response to their mandate delivery needs. As with the Supply Chain Management Service, effective processes must be managed end to end to ensure that latency is at a minimum and that wasted effort is eliminated. To this end, the Service Delivery Service must operate in a cross-functional manner, eliminating the silos that, in the past, have contributed to wasted effort and latency.

165. The Service Delivery Service structure has an increased geographical spread to meet the operational needs of creating and developing sector hubs, integrating logistics support so that key military and substantive activities further the mandate of UNSOS. With increasing demand from the sectors due to mandated activities such as elections, stabilization and political engagement, UNSOS will require the Service Delivery Service to have a greater presence in the sectors. Security concerns inhibit staff deployment and UNSOS provides most of its support through third-party contractors and AMISOM troops. However, the timeliness and quality of this work must be supervised by United Nations staff. In this regard, the Service Delivery Service will have a presence in multiple locations.

166. The Service Delivery Service will be the front line for client service, where different services will be provided cross-functionally rather than under the current silo approach. A service line concept, which is an integrated end-to-end collection of all functions involved in a process, will be applied in the Service Delivery Service to enable a seamless flow of value and efficient delivery of services to clients. There will be six re-engineered service lines in the Service Delivery Service. Performance of the service lines will be monitored and reported on regularly through a performance dashboard. This process has been piloted on several elements of the Service Delivery Service and the resulting improvements in efficiency, responsiveness and effectiveness have been impressive.

167. The Service Delivery Service will increase its professional management capabilities, to ensure responsible supervisory capacities for monitoring, quality assurance, due diligence, accountability, timely payments and risk management. This is to be achieved through a modest increase in Professional-level posts and a small number of reclassifications to a higher level. This increase in managerial and supervisory capacity is critical given the complexities in service delivery arising from the use of multiple third parties and the criticality of the services needed in a combat environment.

168. The additional resources will enable the effectiveness and efficiency of support services provided by the Service Delivery Service to be managed and increased, through improvements made to each function and to coordination and communication between support and business functions. The provision of these support services will be a significant part of planning, oversight and performance management, including initiatives intended to provide operational excellence to the client. Finally, the provision of support services will facilitate the development of the individual programme budgets of each Section and oversight of the overall financial management, planning, systems and controls of the service delivery pillar in coordination with the Chief of the pillar.

**Office of the Chief, Service Delivery**

169. It is proposed that four Operations Manager posts (one P-5, two P-4 and one P-3) be established. The Chief, at the D-1 level, will have the responsibility of overall management of service delivery operations and will be supported by a Senior Operations Manager (P-5).

170. The Senior Operations Manager will have a broad role with specific responsibilities covering all sector hubs and service delivery operational locations. These will include planning and controlling change with short- and long-term perspectives; monitoring and analysing the change management system through the devolved operational sector-hub structure; managing quality assurance programmes to enhance the value-chain concept, in particular in collaboration with the Supply Chain Management Service; introducing new methods of efficiency throughout the Service Delivery Service; setting and reviewing budgets and managing costs; analysing statistics and writing reports; and liaising with other sections within the Service Delivery Service, including interacting with managers within the Service Delivery Service and presenting findings to stakeholders and senior management. The Senior Operations Manager will collaborate directly with senior leadership on the development of strategies to enhance efficiency, value and cost effectiveness of all outcomes within the functional areas of operation of the Service Delivery Service, and in critical linkages with the Supply Chain Management Service.

171. The establishment of three Operations Manager (two P-4 and one P-3) posts will ensure appropriate coverage of increased operations with 53 per cent of the Service Delivery Service staffing resources located in the sectors, Nairobi and Mombasa.

172. It is also proposed that the staffing structure of the Office include five existing posts: one D-1 post, one P-5 post, one P-3 post and two Field Service posts, which will be redeployed to this Office.

**Integrated Transportation Services Section**

173. It is proposed that one Chief of Section (P-5) post and three Air Operations Officer (P-3) posts be established. The Integrated Transport Services Section will include the existing Air Transport Section, elements of the Movement Control Section and the Ground Transport Section in order to handle all passenger, cargo and medical evacuation activities and ensure a full multimodal approach to movements. As the reliance on air support, due to a variety of factors including insecure resupply routes, will continue, UNSOS is planning an increase in the number of its air assets.

174. The Chief of Section will be responsible for managing all aspects of transport integration across the UNSOS transport network including transport strategy, development management, and air, sea and road safety, including professional advice in relation to all modes of transport within the mission environment. This will entail recommendations on optimal frequency of transportation modes, routing, equipment and/or frequency; preparing transport support plans, deployment timelines and budget requirements for planned or new operations in high-risk environments; establishing or monitoring specific supply chain-based performance measurement systems in the context of meeting supply and personnel requirements in priority areas; planning or implementing a material flow management system to

meet delivery requirements; developing and implementing methodologies and tools to enable effective execution of transport plans; ensuring timely, accountable and cost-effective delivery of supplies and personnel; maintaining metrics, reports, process documentation, service logs, training and safety records; and systems analysis and systems evaluation.

175. It is also proposed that the staffing structure of the Section include 54 existing posts: one P-4 post, two P-3 posts, 24 Field Service posts, one National Professional Officer post and 26 national General Service posts; and three United Nations Volunteer positions. These 54 posts and three positions will be redeployed to this Section.

**Facilities and Environmental Management Section**

176. It is proposed that one Chief, Camp Management Services (P-5) post, two Engineer (one P-4 and one P-3) posts, one Communications and Information Technology Officer (P-3) post and one Supply Officer (P-3) post be established. The Facilities and Environmental Management Section will bring all facilities and environmental services under one roof, thereby ensuring that staff spend minimal time obtaining support in relation to communications and information technology, general supply, and facilities and environmental management. In addition, it will provide clear accountability for environmental management, demonstrating best practices in minimizing environmental impact in the area of UNSOS operations. It will also encompass the UNSOS Reception Services Unit, which represents the face of UNSOS, as all new arrivals must check in to the newly established "one-stop shop" for all accommodation, office space/supplies/equipment, safety and security equipment, and personal information communication technology services.

177. The Facilities and Environmental Management Section will be led by a Chief, who will provide leadership on property services, including accommodation, general maintenance, telecommunications, electronic and security equipment distribution and maintenance, and environmental services. The operations of the Section will rely heavily on third-party contractors, which will require daily monitoring of workplans and achievements. The Section's key tasks will include project management and supervising and coordinating work of contractors; investigating availability and suitability of options for new premises; calculating and comparing costs for required goods or services to ensure achievement of maximum value for the money; planning for future development in line with strategic business objectives; managing and leading change to ensure minimum disruption of core activities; directing, coordinating and planning essential central services such as reception, security, maintenance and cleaning; ensuring that buildings meet health and safety requirements; ensuring that agreed work by staff or contractors has been completed satisfactorily and following up on any deficiencies; using performance management techniques to monitor and demonstrate achievement of agreed service levels and results in improvement; and responding appropriately to emergencies and urgent issues as they arise and dealing with the consequences.

178. The Chief will be supported by two Engineers (one P-4 and one P-3), a Communications and Information Technology Officer (P-3) and a Supply Officer (P-3). In addition, the Section will include communications and technology officers at the Field Service level; and units, staffed by assistants at the Field Service level, dealing with reception services. The Section will also include outsourced activities

relating to communications and information technology engineering and facilities maintenance services.

179. The Facilities Engineers will plan and manage preventive maintenance activities including work in house and work by third-party providers; ensure that planned preventive maintenance activities are coordinated with UNSOS operations; identify, draft and implement standard operating procedures and work instructions for all aspects of operations; assist the Chief in managing service provider contracts; carry out all duties in accordance with the health and safety policy and procedures of the United Nations and assist with ongoing improvement of health and safety throughout the mission; assist the Chief in ensuring compliance with relevant United Nations policies and obligations; carry out surveys and prepare improvement schemes and design new systems and additions to existing installations; update and maintain the facilities and environmental management database; manage engineering service contracts; draft day work orders, and prepare estimates and specifications; supervise contractors and check and approve accounts; review and report on equipment and contractor performance levels; assume ownership of a range of general mechanical design duties; undertake the review of electrical work such as lighting, small power and fire alarms systems; and consult with management on identified needs and the implementation of repair projects.

180. UNSOS relies heavily on computer systems in all areas of its operations and decision-making processes. It is therefore crucial to ensure the correct running and maintenance of the information technology systems. Communications and information technology support within the Section will focus on distribution of computers and radios, with technical guidance on operations. In addition, maintenance support from the help desk will be provided. In this regard, the Communications and Information Technology Officer will assist in monitoring and maintaining the computer systems and networks of UNSOS, including in the sectors where visits are required. This will also include installation and configuration of computer systems, diagnosis of hardware and software faults, and solutions for technical and applications problems.

181. The Supply Officer (P-3) will oversee financial and management matters relating to stock supplied or received in the Section. This will involve the preparation of supply orders, stock management, management of supplies, budget preparation and record keeping.

182. The Supply Officer will be responsible for incoming, current and outgoing stock related to the Section's operations. This will entail preparation of purchase orders; coordinating the process of purchasing and distribution with the Supply Chain Management Service and the Integrated Transportation Services Section; and comparing purchase orders with invoices so as to ensure accuracy. The Supply Officer will keep track of the amount of stock in storage and release any stock required, and ensure that stock is properly stored to avoid damage.

183. The Facilities Management and Environmental Services will be operational in the sectors. As UNSOS operations are now conducted in 82 locations in Somalia, there is an increased need for facilities services, as accommodation requirements, and the dispensation of equipment and supplies, and protection of all personnel are imperative.

184. It is also proposed that the staffing structure of the Section include 23 existing posts: 19 Field Service posts and four national General Service posts; and two United Nations Volunteer positions. These 23 posts and two positions will be redeployed or reassigned to this Section.

**Vehicle and Plant Equipment Maintenance Services Section**

185. It is proposed that one Chief, Maintenance Services, post, three Engineer posts (two P-4 and one P-3) and one Telecommunications Officer (P-3) post be established. Apart from wet leases, UNSOS supports a large number of fighting vehicles and items of combat engineering equipment from troop-contributing countries. As part of the strategic review, it was recommended that these support obligations be covered under a tripartite memorandum of understanding, which means that UNSOS will become directly responsible for all fighting vehicles and combat engineering equipment not covered under wet lease. Consequently, the Security Council, in its resolution 2245 (2015), mandated UNSOS to maintain all key equipment including partner-donated and partner-owned equipment at an operational readiness rate of 75 per cent.

186. The primary mode of maintenance until now has been breakdown repair and maintenance, with the aim being to move towards preventive maintenance. To ensure economies of scale, the scope of maintenance would cover all mechanical, electrical, communications and information technology, transport, security and safety equipment.

187. The Section therefore needs a Chief with a high level of business acumen and a strong background in heavy plant and combat vehicle maintenance and use of automated maintenance scheduling software. The Chief will be responsible for the continuous operation of equipment and machinery involving the use of computerized systems to oversee routine maintenance and organize repairs. Extensive use of control and monitoring devices, and reduction in the incidence of costly breakdowns, including viable maintenance strategies, procedures and methods to improve overall reliability of vehicles and safety of plant and personnel, are critical responsibilities of this post. The Section's leadership will be responsible for liaising with the Supply Chain Management Service in arranging specialist procurement of components; fitting new parts and ensuring that equipment is working correctly; carrying out quality inspections on jobs; controlling maintenance tools, stores and equipment; monitoring and controlling maintenance costs; dealing with emergencies, unplanned problems and repair; writing up maintenance strategies to help with installation and commissioning guidelines; and ensuring that there is continuous cover for the machinery and equipment in case of breakdowns.

188. The Section will be supported by civilian staff and third-party contractors. Civilian staff will focus on monitoring performance of third parties in their respective areas of expertise, with accountability to ensure that contractual conditions are met. The additional resources proposed are set out below.

189. An Engineer (Electrical Equipment Manager) will be responsible for minimum operational interruption, as any lengthy delay will compromise security and safety of UNSOS personnel. The responsibility of the Manager will be to maintain electrical systems in the mission by ensuring provision of electrical power and equipment and offering engineering support. The Manager must contribute information and recommendations to strategic plans and reviews and assist in the

following areas: preparing and completing action plans; implementing productivity, quality and organizational standards; resolving problems; completing audits; identifying trends; determining system improvements; and implementing change. The Manager will meet electrical maintenance financial objectives by forecasting requirements, analysing variances and initiating corrective actions.

190. An Engineer (Mechanical Equipment Manager) will be responsible for reviewing the task order proposals from contractors and determining customer requirements for maintenance and preparing cost estimates. The Engineer will confirm qualitative levels of work undertaken by third-party contractors by conducting tests and establishing maintenance schedules. The post, while based in Mogadishu, will involve significant travel to sector hubs where maintenance operations are undertaken.

191. A Telecommunications Officer is needed to ensure that all communications equipment is functioning as needed, including computers, telephones, radios and satellite equipment. This is a critical part of the support package, as AMISOM must be able to communicate rapidly and effectively in combat zones. Therefore, maintenance and reliability in performance are imperatives. This will entail preservation of assets through implementing disaster recovery and backup procedures and information security and control structures.

192. An Engineer (Cataloguing) will monitor maintenance activities and report on key performance indicators. The aim is to enable a complete overview of what is and what is not working and identify gaps in order to ensure that immediate corrective action is taken and that the maintenance programme is sustained at a high level.

193. It is also proposed that the staffing structure of the Section include 19 existing posts: two P-4 posts, two P-3 posts, 10 Field Service posts and five national General Service posts, which will be redeployed to this Section.

**Life Support Services Section**

194. It is proposed that two Fuel Officer posts (one P-4 and one P-3), two Rations Officer posts (one P-4 and one P-3) and one Fuel Fraud Prevention Officer (P-3) post be established. This Section is responsible for supplying rations and fuel and requires a level of oversight and due diligence in terms of third-party performance, compliance and knowledge of transport issues well in advance so as to prevent delays in shipment to front lines or in arrival at the port in Somalia, as well as reinforcing oversight in monitoring stocks and performance, including due diligence and quality assurance. Inclusion of the Fraud Prevention Cell is key to service delivery with respect to ensuring that accountability and linkage with the contracts management functions and the Supply Chain Management Service are synchronized so as to prevent loss of supplies through theft.

195. UNSOS currently has a limited fuel management presence in Mogadishu which cannot provide the required support for fuel accountability and responsibility for two major turnkey fuel contracts and contingent operations in all five sectors within which UNSOS operates. With recent improvements and the expected expanded operations, it is necessary to expand the role of the Fuel Unit to include dedicated and knowledgeable staff in the sector hubs of Kismaayo, Baidoa and Belet Weyne in order to ensure both contract compliance and troop-contributing countries'

compliance with United Nations accountability procedures, as well as provision of technical guidance on fuel-related issues. It is also necessary to expand the role of the Fuel Operations Cell so that implementation can begin of the Quality Assurance Surveillance Programme for vendor contracts to ensure contract compliance, including surveillance of local and strategic reserves of ground and aviation fuels.

196. UNSOS has experienced problems related to fuel loss and theft of supplies. Staffing, at current strength, is overwhelmed by a workload whose effective management is far in excess of their capabilities. Therefore, a Fuel Fraud Prevention Officer at the P-3 level is needed.

197. Meanwhile, the rations contractor has started delivering rations throughout the mission area in all sectors. The Rations Unit does not have staff on the ground to oversee these deliveries and provide spot checks of stock returns from units at the end of a consumption cycle. The presence of Rations Unit staff on the ground will provide first-hand support and training for troops to enable them to improve their performance of these tasks. Without this presence, contractors' performance on the ground will not be properly monitored.

198. It is also proposed that the staffing structure of the Section include 21 existing posts: one P-5 post, one P-4 post, one P-3 post, 11 Field Service posts, one National Professional Officer post and six national General Service posts; and two United Nations Volunteer positions. These 21 posts and two positions will be redeployed to this Section.

**Medical Services Section**

199. It is proposed that two Medical Officer posts (one P-4 and one P-3) and three Medical Officer (United Nations Volunteer) positions be established. The Section will be led by a Chief Medical Officer.

200. In order to support the expanding AMISOM, UNSOM and UNSOS presence across Somalia, the Medical Services Section should expand its presence to include the established offices in Jowhar, Garowe and Dussamareeb. To support the regional offices, a Sector or Regional Medical Support Team will be established over time at each sector location consisting of a Medical Doctor and other medical staff. The Support Teams in Hargeisa and Garowe will augment the capacity of the local United Nations Development Programme (UNDP) Dispensary. The additional posts and positions have been proposed to enable the establishment of these Support Teams.

201. It is also proposed that the staffing structure of the Section include 19 existing posts: one P-5 post, one P-4 post, two P-3 posts, five Field Service posts, six National Professional Officer posts and four national General Service posts; and three United Nations Volunteer positions. These 19 posts and three positions will be redeployed or reassigned to this Section.

**Infrastructure Design and Implementation Section**

202. It is proposed that two Project Management Officer (P-4) posts, one Quality Control Officer (P-4) post, five Logistics Officer (P-3) posts, one Administrative Officer (P-3) post, one Engineer (P-3) post and one Supply Officer (P-3) post be established. The Infrastructure Design and Implementation Section will be responsible for infrastructure development projects in Mogadishu and the sectors. The Section will draw functions from the engineering, communications and

information technology services, general supply, contracts management, and other services, which will focus on robust planning and execution, providing turnkey infrastructure for end users under the framework of the responsibilities of facilities management.

203. The Section will have a significant presence in the sectors. It will be led by a Chief based in Mogadishu. The Chief will be responsible for functional and technical norms and standards, reviewing and approving infrastructure plans and inputs to the capital master plan, prioritizing a planning framework for projects within the sector-hub strategy, and reviewing and approving policies, criteria and procedures for all infrastructures. The Chief will be responsible for signing service delivery agreements with third-party contractors; effective management of work orders, payments and authorization in line with delegations; planning, procurement, and maintenance of equipment in consultation with the Vehicle and Plant Maintenance Section; ensuring maintenance of equipment through maintenance hubs located in the sectors; preparing standard operating procedures through which to establish policies, norms and standards for equipment; ensuring day-to-day, routine/preventive and emergency maintenance at appropriate sector-hubs, including the provision of technical services; managing the spending of the infrastructure budget so as to ensure achievement of value for the money; developing and managing the operational plan; planning and allocating work, and developing and implementing processes to promote control of work; and implementing quality control of work delivered by employees and third-party contractors.

204. Support for the Section will come from two Project Management Officers who will be based in the sectors (Baidoa and Kismaayo). The Project Managers will be responsible for driving key projects to successful completion. Experience with agile project methodology as well as experience in supply chain management is a requirement for this role The Project Managers will establish priorities and coordinate the activities of assigned project staff and act in an advisory capacity, when and where required, for the technical staff, in order to provide an understanding of the interrelationship between mission requirements and systems designs.

205. A Quality Control Officer based in Mogadishu will ensure that the services provided are fit for purpose and consistent, and meet both external and internal requirements, including legal compliance and customer expectations. The Quality Control Officer will coordinate the activities required to meet specified quality standards. This will be achieved by monitoring and advising on the performance of the quality management system, and producing data and reports on performance. The Quality Control Officer will also liaise with other managers and staff throughout UNSOS to ensure that the quality management system is functioning properly. Where appropriate, the Officer will advise on changes and provide training, tools and techniques to enable others to achieve quality standards.

206. The five Sector Logistics Officers (P-3) are required to ensure that supplies reach the front lines on time and by appropriate routes. Transport and logistics managers play a key role in the fulfilment of UNSOS responsibilities towards all clients within UNSOS and in meeting expectations. They are responsible for managing the execution, direction and coordination of all transportation matters within their assigned sectors. The Sector Logistics Officers will focus on planning routes and load scheduling; booking in deliveries and liaising with clients;

allocating and recording resources and movements within the transport planning system; ensuring that all partners in the supply chain are working effectively and efficiently to ensure smooth operations; communicating effectively with clients and responding to their requirements; and booking subcontractors and ensuring that they deliver within the agreed terms.

207. An Administrative Officer (P-3) based in Mogadishu is required to oversee funds allocation and budgeting within the Service Delivery Service and to ensure the timely payment of vendors. This is a critical link to performance monitoring, due diligence and quality assurance with respect to ensuring that contractors' services are managed effectively and efficiently from a financial perspective. The occupant of this position will work closely with the Supply Chain Management Service, particularly with its contracts performance and compliance component.

208. The Engineer will assist with miscellaneous alteration, improvement and infrastructure projects.

209. The Supply Officer will oversee financial and management matters relating to stock supplied or received in the Section. This will involve preparation of supply orders, stock management, management of supplies, budget preparation and record keeping.

210. It is also proposed that the staffing structure of the Section include 14 existing posts, including one P-5 post, two P-4 posts, nine Field Service posts and two National Professional Officer posts, which will be redeployed or reassigned to this Section.

# II. Financial resources

## A. Overall

(Thousands of United States dollars. Budget year is 1 July to 30 June.)

| Category | Expenditures (2014/15) | Apportionment[a] (2015/16) | Cost estimates (2016/17) | Variance | |
|---|---|---|---|---|---|
| | | | | Amount | Percentage |
| | (1) | (2) | (3) | (4)=(3)-(2) | (5)=(4)÷(2) |
| **Military and police personnel** | | | | | |
| Military observers | – | – | – | – | – |
| Military contingents | 107 985.9 | 113 957.4 | 146 449.9 | 32 492.5 | 28.5 |
| African Union police | 53.3 | 124.2 | 132.9 | 8.7 | 7.0 |
| African Union formed police units | 2 701.3 | 3 058.0 | 4 558.6 | 1 500.6 | 49.1 |
| **Subtotal** | **110 740.5** | **117 139.6** | **151 141.4** | **34 001.8** | **29.0** |
| **Civilian personnel** | | | | | |
| International staff[a] | 44 047.3 | 47 269.2 | 53 463.4 | 6 194.2 | 13.1 |
| National staff[a] | 7 212.8 | 5 941.2 | 6 160.8 | 219.6 | 3.7 |
| United Nations Volunteers | 418.8 | 625.8 | 925.9 | 300.1 | 48.0 |
| General temporary assistance | 192.5 | 515.0 | – | (515.0) | (100.0) |
| Government-provided personnel | – | – | 92.5 | 92.5 | – |
| **Subtotal** | **51 871.3** | **54 351.2** | **60 642.6** | **6 291.4** | **11.6** |
| **Operational costs** | | | | | |
| Civilian electoral observers | – | – | – | – | – |
| Consultants | 3 150.2 | 1 980.5 | 3 045.2 | 1 064.7 | 53.8 |
| Official travel | 4 457.6 | 2 409.0 | 2 890.0 | 481.0 | 20.0 |
| Facilities and infrastructure | 101 027.6 | 92 617.4 | 101 651.3 | 9 033.9 | 9.8 |
| Ground transportation | 37 925.1 | 45 484.2 | 55 596.9 | 10 112.7 | 22.2 |
| Air transportation | 58 223.2 | 61 916.8 | 73 984.9 | 12 068.1 | 19.5 |
| Naval transportation | 3 685.0 | 1 193.9 | 311.1 | (882.8) | (73.9) |
| Communications | 14 823.2 | 29 278.9 | 29 162.0 | (116.9) | (0.4) |
| Information technology | 20 427.9 | 13 761.6 | 8 604.8 | (5 156.8) | (37.5) |
| Medical | 12 310.5 | 19 502.3 | 20 267.5 | 765.2 | 3.9 |
| Special equipment | – | – | – | – | – |
| Other supplies, services and equipment | 67 246.7 | 73 792.9 | 76 078.4 | 2 285.5 | 3.1 |
| Quick-impact projects | – | – | – | – | – |
| **Subtotal** | **323 276.9** | **341 937.5** | **371 592.1** | **29 654.6** | **8.7** |
| **Gross requirements** | **485 888.7** | **513 428.3** | **583 376.1** | **69 947.8** | **13.6** |
| Staff assessment income | 4 582.1 | 4 702.9 | 5 060.0 | 357.1 | 7.6 |
| **Net requirements** | **481 306.6** | **508 725.4** | **578 316.1** | **69 590.7** | **13.7** |
| Voluntary contributions in kind (budgeted) | – | – | – | – | – |
| **Total requirements** | **485 888.7** | **513 428.3** | **583 376.1** | **69 947.8** | **13.6** |

[a] Includes financial resources of $573,100 for 13 posts (1 P-3, 1 Field Service, 3 National Professional Officers and 8 national General Service) in respect of the Regional Service Centre at Entebbe, which were included in the approved budget for the 2015/16 period. For the 2016/17 period, these requirements are reflected in the proposed budget for the Centre, in accordance with General Assembly resolution 69/307.

## B. Non-budgeted contributions

211. The estimated value of non-budgeted contributions for the period from 1 July 2016 to 30 June 2017 is as follows:

(Thousands of United States dollars)

| *Category* | *Actual value* |
|---|---|
| Status-of-forces agreement | – |
| Voluntary contributions in kind (non-budgeted)[a] | 1 232.9 |
| **Total** | **1 232.9** |

[a] Estimated value of the right to use of land for Mombasa Support Base.

## C. Vacancy factors

212. The cost estimates for the period from 1 July 2016 to 30 June 2017 take into account the following vacancy factors:

(Percentage)

| *Category* | *Actual 2014/15* | *Budgeted 2015/16* | *Projected 2016/17* |
|---|---|---|---|
| **Military and police personnel** | | | |
| Military observers | – | – | – |
| Military contingents | 1.3 | 5.0 | 5.0 |
| African Union police | 58.1 | 0.0 | 5.0 |
| African Union formed police units | 0.0 | 15.0 | 10.0 |
| **Civilian personnel** | | | |
| International staff | 19.4 | 10.0 | 25.0 |
| National staff | | | |
| National Professional Officers | 28.6 | 15.0 | 21.0 |
| National General Service staff | 17.9 | 10.0 | 17.0 |
| United Nations Volunteers | 41.2 | 15.0 | 10.0 |
| Temporary positions[a] | | | |
| International staff | 50.0 | 30.0 | – |
| National staff | – | – | – |
| Government-provided personnel | – | – | 15.0 |
| Civilian electoral observers | – | – | – |

[a] Funded under general temporary assistance.

213. The proposed vacancy factors are based on UNSOS experience to date and take into account the mission-specific situation in relation to the deployment of uniformed personnel and recruitment of civilian staff. In determining the rates for the 2016/17 period, variables that were considered include the current vacancy

rates, the rates during the duration of the current fiscal year to date, and the circumstances that UNSOS is expected to face during the budget period.

## D. Contingent-owned equipment: major equipment and self-sustainment

214. Requirements for the period from 1 July 2016 to 30 June 2017 are based on standard reimbursement rates for major equipment (wet lease) and self-sustainment in the total amount of $52,525,200, as follows:

(Thousands of United States dollars)

| | *Estimated amount* | | |
|---|---|---|---|
| *Category* | *Military contingents* | *Formed police units* | *Total* |
| Major equipment | 35 654.8 | 1 827.2 | 37 482.0 |
| Self-sustainment | 14 127.0 | 916.2 | 15 043.2 |
| **Total** | **49 781.8** | **2 743.4** | **52 525.2** |

## E. Training

215. The estimated resource requirements for training for the period from 1 July 2016 to 30 June 2017 are as follows:

(Thousands of United States dollars)

| *Category* | *Estimated amount* |
|---|---|
| Consultants | |
| Training consultants | 102.5 |
| Official travel | |
| Official travel, training | 558.0 |
| Other supplies, services and equipment | |
| Training fees, supplies and services | 378.9 |
| **Total** | **1 039.4** |

216. The number of participants planned for the period from 1 July 2016 to 30 June 2017, compared with previous periods, is as follows:

(Number of participants)

| | *International staff* | | | *National staff* | | | *Military and police personnel* | | |
|---|---|---|---|---|---|---|---|---|---|
| | *Actual 2014/15* | *Planned 2015/16* | *Proposed 2016/17* | *Actual 2014/15* | *Planned 2015/16* | *Proposed 2016/17* | *Actual 2014/15* | *Planned 2015/16* | *Proposed 2016/17* |
| Internal | 172 | 273 | 358 | 193 | 297 | 305 | 3 610 | 4 200 | 5 142 |
| External[a] | 30 | 41 | 65 | 11 | 70 | 40 | – | – | – |
| **Total** | **202** | **314** | **423** | **204** | **367** | **345** | **3 610** | **4 200** | **5 142** |

[a] Includes the United Nations Logistics Base and outside the mission area.

217. UNSOS personnel will be trained during the period to upgrade substantive and technical skills and organizational competencies. The training provided will be mainly in the areas of administration, budget and finance, leadership, management, organization and development, security, information technology, ground transportation, human resources, medical, procurement and contract management, supply and property management, conduct and discipline, and human rights due diligence policy. In the 2016/17 period, a total of 4,742 AMISOM personnel will receive training on aviation firefighting, aviation security, movement control, communication and information technology rations, catering, fuel, general supply, transport, maintenance, logistics process and procedures, tactical combat, casualty care, emergency trauma bag, medical pre-hospital, human rights due diligence policy, prevention of sexual exploitation and abuse, and conduct and discipline. In addition, 400 AMISOM medical personnel will receive training on advanced cardiovascular life support and advanced trauma life support, dengue, Ebola, first aid, pre-hospital trauma life support and medical and laboratory equipment, and through continuing medical education programmes designed to increase capacity and capability.

## F. Mine detection and mine-clearing services

218. The estimated resource requirements for mine detection and mine-clearing services for the period from 1 July 2016 to 30 June 2017 are as follows:

(Thousands of United States dollars)

| *Category* | *Estimated value* |
|---|---|
| Special equipment | |
| Mine detection and mine clearing equipment | – |
| Other supplies, services and equipment | |
| Mine detection and mine-clearing services | 48 900 |
| Mine detection and mine-clearing supplies | – |

219. During the 2016/17 period, the United Nations Mine Action Service will provide support in explosive hazard management, including mitigation strategies. The Mine Action Service will continue to remain an integral part of UNSOS, supporting mobility, outreach/reconciliation and capacity-building. As the Security Council, in its resolution 2245 (2015), welcomed the application of the mission enabling units

concept to secure the main supply routes, an enlargement in explosive management capability is required. The Mine Action Service priorities for the period will be: (a) provision of specialist analysis and advice during mobility planning and operations as they pertain to explosive hazard mitigation; (b) provision of support to AMISOM mobility operations and the specialist mission enabling units through training and mentoring in non-lethal combat engineering so as to mitigate the threat from explosive hazards, specifically improvised explosive devices; (c) explosive hazard clearance operations along key supply routes and in newly recovered areas and provision of information to AMISOM and UNSOS on hazardous areas in support of AMISOM stabilization efforts; and (d) provision of a canine explosive detection capability and capacity in each sector to search for and signal explosive hazards in key Government, United Nations and AMISOM buildings and infrastructure in AMISOM operational areas.

## III. Analysis of variances[1]

220. The standard terminology applied with respect to the analysis of resources variances in this section are defined in annex I.B of the present report. The terminology used remains the same as in previous reports.

| | *Variance* | |
|---|---|---|
| **Military contingents** | $32 492.5 | 28.5% |

- **Management: increased outputs and inputs; and mandate change: expansion of logistical support package**

221. The increased requirements are mainly attributable to: (a) rations ($16.8 million) due to the amendment of the third-party contract which gives more responsibility to the contractor for delivering rations to battalion headquarters and sector hubs; (b) contingent-owned equipment: self-sustainment ($14.1 million) pursuant to Security Council resolution 2245 (2015), in which the Council mandated UNSOS to reimburse troop- and police-contributing countries in five self-sustainment categories, namely, tentage, information and communication technologies, catering, sanitary and cleaning materials, and furniture and stationary; and (c) contingent-owned equipment: major equipment ($1.8 million) pursuant to a new memorandum of understanding with a troop-contributing country. The increased requirements are partially offset by reduced requirements for travel on emplacement, rotation and repatriation ($0.3 million) attributable mainly to the change in the composition of the troop-contributing countries, which results in a reduction of costs due to the shorter distance covered for rotations.

[1] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent, or $100,000.

| | *Variance* | |
|---|---|---|
| **African Union police** | **$8.7** | **7.0%** |

- **Cost parameters: change in prices**

222. The increased requirements are mainly attributable to a slight increase in the cost of movement per person.

| | *Variance* | |
|---|---|---|
| **African Union formed police units** | **$1 500.6** | **49.1%** |

- **Mandate change: expansion of the logistical support package; and management: increased outputs and inputs**

223. The increased requirements are mainly attributable to contingent-owned equipment: self-sustainment ($0.9 million) pursuant to Security Council resolution 2245 (2015), in which the Council mandated UNSOS to reimburse troop- and police-contributing countries in five self-sustainment categories, namely, tentage, information and communication technologies, catering, sanitary and cleaning materials, and furniture and stationary; and rations ($0.6 million) owing to the amendment of the third-party contract which gives more responsibility to the contractor for delivering rations to battalion headquarters and sector hubs.

| | *Variance* | |
|---|---|---|
| **International staff** | **$6 194.2** | **13.1%** |

- **Management: increased inputs and outputs**

224. The increased requirements reflect mainly the increase of 127 international staff posts: 124 posts proposed for establishment (one Assistant Secretary-General, one D-1, 10 P-5, 29 P-4, 42 P-3 and 41 Field Service) and three temporary positions proposed for conversion to regular posts (one P-5, one P-4 and one P-3) so as to ensure a more effective and efficient delivery of the logistical support package to AMISOM and UNSOM, following the strategic review conducted in 2015. The increased requirements are offset in part by the exclusion of posts related to the Regional Service Centre at Entebbe, in accordance with General Assembly resolution 69/307, and a decrease in the post adjustment factor from 40.1 to 31.5 per cent for Kenya and from 43.6 to 42.1 per cent for Somalia. The increased requirements are also partially offset by a decrease in the common staff costs factor from 93.7 to 88.9 per cent.

| | *Variance* | |
|---|---|---|
| **National staff** | **$219.6** | **3.7%** |

- **Management: increased inputs and outputs**

225. The increased requirements are due mainly to the proposed establishment of 11 posts (six National Professional Officers and five national General Service) so as to ensure a more effective and efficient delivery of the logistical support package to AMISOM and UNSOM, following the strategic review conducted in 2015. The increased requirements are offset in part by the exclusion of posts related to the

Regional Service Centre at Entebbe, in accordance with General Assembly resolution 69/307.

| | *Variance* | |
|---|---|---|
| **United Nations Volunteers** | $300.1 | 48.0% |

- **Management: increased inputs and outputs**

226. The increased requirements are mainly due to the proposed establishment of three United Nations Volunteer positions and the increase in the salary scale for United Nations Volunteers.

| | *Variance* | |
|---|---|---|
| **General temporary assistance** | ($515.0) | (100.0%) |

- **Management: reduced inputs and outputs**

227. The reduced requirements are attributable to the proposal to convert the three positions funded through general temporary assistance (one P-5, one P-4 and one P-3) to regular posts.

| | *Variance* | |
|---|---|---|
| **Government-provided personnel** | $92.5 | – |

- **Management: increased inputs and outputs**

228. The increased requirements are due to the proposed deployment of six government-provided personnel.

| | *Variance* | |
|---|---|---|
| **Consultants** | $1 064.7 | 53.8% |

- **Management: increased inputs and outputs**

229. The increased requirements are mainly attributable to the enhanced capabilities expected from UNSOS following the strategic review conducted in 2015 and the subsequent adoption of Security Council resolution 2245 (2015). It is proposed that consultants be used to supplement supervisory capacity for non-core functions in areas that are inaccessible to United Nations staff owing to security factors. Staff members will continue to perform core functions and exercise oversight over the outsourced activities.

| | *Variance* | |
|---|---|---|
| **Official travel** | $481.0 | 20.0% |

- **Management: increased inputs and outputs**

230. The increased requirements are mainly due to the factoring in of the travel requirements of the new civilian personnel proposed in the 2016/17 period: they will be expected to travel within the mission area to monitor and manage the performance of the contractors, as well as to the need for rotational travel in Somalia to enable the offering of support in regions with minimal staff presence.

| | Variance | |
|---|---|---|
| **Facilities and infrastructure** | $9 033.9 | 9.8% |

- **Management: increased inputs and outputs**

231. The increased requirements are attributable mainly to: (a) maintenance services ($12.9 million) due to the inclusion of additional services and new locations, such as permanent AMISOM camps, in the maintenance contract. The increased requirements are partially offset by reduced requirements for acquisition of prefabricated facilities, accommodation and refrigeration equipment ($4.0 million) owing to the decision to prioritize hard-wall accommodation for staff based in Somalia.

| | Variance | |
|---|---|---|
| **Ground transportation** | $10 112.7 | 22.2% |

- **Management: increased inputs and outputs**

232. The increased requirements are attributable primarily to (a) acquisition of vehicles ($9.9 million) due mainly to the establishment of mission enabling units within AMISOM which include heavy transport units, heavy transport units being key to UNSOS support to AMISOM for the movement of cargo along the main supply routes; (b) petrol, oil and lubricants ($1.3 million) due mainly to the expansion of the AMISOM fleet, to the increased mobility of AMISOM outside of Mogadishu and to the establishment of mission enabling units; (c) acquisition of vehicle workshop equipment ($0.3 million) due to the need to enhance the transport workshops in the sectors so that they are able to carry out maintenance and repairs in theatre; and (d) repairs and maintenance ($0.2 million) due mainly to the expansion of the third-party contract to the sectors and the maintenance of additional vehicles requested for the mission enabling units. The increased requirements are partially offset by the reduced requirements for spare parts ($1.6 million), due mainly to the adjustment made to the number of items of partners-owned equipment supported by UNSOS following an inspection conducted in the 2015/16 period.

| | Variance | |
|---|---|---|
| **Air transportation** | $12 068.1 | 19.5% |

- **Management: increased inputs and outputs**

233. The increased requirements are attributable primarily to: (a) rental and operation of helicopters ($7.3 million) due mainly to the addition of one military helicopter and the immediate availability of four other military helicopters; (b) rental and operation of fixed-wing aircraft ($3.4 million) due mainly to the addition of three fixed-wing aircraft through standby contracts; and (c) petrol, oil and lubricants ($1.9 million) due to the increased price per litre of fuel ($0.74 per litre budgeted for the 2015/16 period as compared with $0.81 per litre for the 2016/17 period) and the increased volume of fuel proposed (11.8 million litres) as compared with the 2015/16 period (10.3 million litres) due to the expansion in air assets.

| | *Variance* | |
|---|---|---|
| **Naval transportation** | **($882.8)** | **(73.9%)** |

- **Management: increased inputs and outputs**

234. The reduced requirements are principally due to acquisition of marine vehicles ($0.5 million) attributable mainly to the lower procurement needs for marine vessels for the 2016/17 period, and to spare parts/repairs/maintenance and supplies ($0.4 million) attributable to the repair activities being included under the maintenance contract which is indivisible and is budgeted in its entirety under ground transportation.

| | *Variance* | |
|---|---|---|
| **Communications** | **($116.9)** | **(0.4%)** |

- **Mandate change: expansion of logistical support package**

235. The reduced requirements are attributable mainly to acquisition of communications equipment ($1.2 million) and maintenance of equipment and communications support services ($1.1 million) pursuant principally to Security Council resolution 2245 (2015), in which the Council mandated UNSOS to reimburse troop-contributing countries in five self-reimbursement categories including for some communications equipment items, mobile radio installations and special Tetra technical support, rather than purchase and deliver the equipment directly. The reduced requirements are partially offset by increased requirements for commercial communications ($2.4 million) mainly due to the need to add and improve communication links in Somalia owing to the increased presence in the field and the increased number of staff located in Somalia.

| | *Variance* | |
|---|---|---|
| **Information technology** | **($5 156.8)** | **(37.5%)** |

- **Mandate change: expansion of logistical support package; and management: increased outputs and inputs**

236. The reduced requirements are attributable to: (a) acquisition of equipment ($3.5 million) mainly pursuant to Security Council resolution 2245 (2015), in which the Council mandated UNSOS to reimburse troop- and police-contributing countries in five self-reimbursement categories including for some information technology items, rather than purchase and deliver the equipment directly; (b) information technology services ($0.9 million) and acquisition of software packages and licences, fees and rental of software ($0.1 million), primarily attributable to the non-requirement for indirect support costs for Umoja compared with the provisions included in the approved budget for the 2015/16 period; and (c) maintenance and repair of equipment ($0.7 million) due mainly to the reduction in the unit cost for maintenance and repair of printers and plotters.

| | | Variance | |
|---|---|---|---|
| **Medical** | | $765.2 | 3.9% |

• **Management: increased inputs and outputs**

237. The increased requirements are due mainly to the acquisition of four digital X-ray machines, an anaesthesia machine, a ventilator, patient monitors and portable injection/infusion pumps for the six level II hospitals. The digital X-ray machines are required owing to the difficulties involved in the transportation and disposal of X-ray chemicals used in traditional X-rays, which require special disposal facilities owing to their effects on the environment.

| | | Variance | |
|---|---|---|---|
| **Other supplies, services and equipment** | | $2 285.5 | 3.1% |

• **Management: increased inputs and outputs**

238. The increased requirements are attributable mainly to: (a) mine detection and mine-clearing services ($6.5 million) due to the establishment of mission enabling units, including explosive hazard management, and which will necessitate engagement of mentors, trainers and technical experts; (b) other services ($1.1 million) due to the increase in capacity-building training for AMISOM personnel, to include training on human rights due diligence policy and sexual exploitation and abuse; and (c) uniform, badge and gear ($0.1 million) due to the need for additional uniforms and personal security items for security personnel, and protection gear for personnel working in warehouses and airfields. The increased requirements are partially offset by reduced requirements for other freight and related costs ($5.5 million) due to the establishment of mission enabling units and the change in the mandate of UNSOS set out by the Security Council in its resolution 2245 (2015), pursuant to which the delivery of supplies is now a part of the reimbursement of contingent-owned equipment.

# IV. Actions to be taken by the General Assembly

239. **The actions to be taken by the General Assembly in connection with the financing of the logistical support for AMISOM are:**

(a) **Appropriation of the amount of $583,376,100 for the maintenance of the United Nations Support Office for Somalia for the 12-month period from 1 July 2016 to 30 June 2017;**

(b) **Assessment of the amount in paragraph (a) above at a monthly rate of $48,614,675, should the Security Council decide to continue the mandate of the logistical support for AMISOM.**

# V. Summary of follow-up action taken to implement the decisions taken and requests made by the General Assembly in its resolutions 69/307 and 69/306, including the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

## A. General Assembly

**Cross-cutting issues**

(Resolution 69/307)

| *Decision/request* | *Action taken to implement decision/request* |
|---|---|
| **Budget presentation and financial management** | |
| Notes the importance of the Standard Cost and Ratio Manual as an effective standardized consolidated reference tool to ensure credibility, consistency and transparency, and urges the Secretary-General to continue his efforts to align the holding of assets with the Manual, while duly taking into account the situation on the ground, and bearing in mind the mandate, complexities and size of individual peacekeeping missions (para. 16) | UNSOS applies the Standard Cost and Ratio Manual in all instances where it is possible |
| **Personnel issues** | |
| Notes the importance of ensuring that the civilian staffing structure of peacekeeping operations is commensurate with the effective delivery of mandated activity, and in this regard encourages the Secretary-General to regularly review the civilian staffing needs of peacekeeping operations, as appropriate (para. 22) | In its resolution 2232 (2015), the Security Council requested the Secretary-General to carry out a strategic review of UNSOA. The review included a comprehensive assessment of the civilian staffing component of UNSOS, with the aim of adapting the staffing complement and structure to its mandate and the resultant expectations. The result of the assessment, and the changes required to implement the supply chain management/service delivery model of the global field support strategy, have been incorporated into the budget proposed for the 2016/17 period |
| Urges the Secretary-General to make every effort to reduce the recruitment lead time for staff in field missions, taking into account the relevant provisions governing recruitment of United Nations staff, to enhance the transparency of the staffing process at all stages and to report on the steps taken and results achieved in the context of the next overview report on the overview of the financing of the United Nations peacekeeping operations (para. 23) | UNSOS continues to improve on its recruitment lead time, including through capacity-building of staff and hiring managers. UNSOS provided competency-based training and offered Inspira training for Hiring Managers in November 2014. The recruitment timeline has been reduced to approximately 150 days on average |

| *Decision request* | *Action taken to implement decision request* |
|---|---|
| **Operational requirements** | |
| Requests the Secretary-General to continue his efforts to reduce the overall environmental footprint of each peacekeeping mission, including by implementing environmentally friendly waste management and power generation systems, in full compliance with the relevant rules and regulations, including, but not limited to, the United Nations environmental and waste management policy and procedures (para. 28) | UNSOS continues to make attempts to reduce its environmental footprint. UNSOS has a functional waste management yard for solid wastes; achieved 100 per cent separation in black and grey water; and has installed a centralized wastewater treatment plant and conducts regular testing of treated effluent which is further reused for dust suppression across the main location at the Mogadishu International Airport. UNSOS is in the process of establishing similar facilities in all sector hub locations. In addition, UNSOS has plans to replace all current lighting fixtures with mercury-free and significantly more energy-efficient light emitting diode light, and also plans to implement waste segregation at source by introducing multiple compartment bins in offices and accommodation and common areas |
| Encourages the Secretary-General to utilize local materials, capacity and knowledge in the implementation of construction projects for peacekeeping operations, in compliance with the United Nations Procurement Manual (para. 31) | UNSOS outsources all of its construction projects to third-party contractors, both local and international, and aims towards contributing to the utilization of local materials, manpower and knowledge |
| Requests the Secretary-General to strengthen oversight and internal controls in the areas of procurement and asset management across peacekeeping missions, including by holding mission management accountable for checking stock levels before undertaking any acquisition activity in order to ensure compliance with established asset management policies, taking into account the current and future needs of the mission and the importance of the full implementation of the International Public Sector Accounting Standards (para. 33) | UNSOS has strengthened oversight and controls in procurement and asset management, as requested. An instruction was issued on 18 December 2013 to all sections/self-accounting units, to ensure that stocks have been checked before any acquisition activity is undertaken |
| Requests the Secretary-General to make full use of the Regional Procurement Office in Entebbe, Uganda, for procurement in the field (para. 35) | UNSOS continues to work fully with the Regional Procurement Office in Entebbe |
| Also requests the Secretary-General to present in his budget proposals a clear vision of the construction requirements for each mission, including, as appropriate, multi-year plans, and to continue his efforts to improve all aspects of project planning, including the assumptions underlying the formulation of such budgets, with due consideration of operational circumstances on the ground, and to closely monitor the execution of works to ensure their timely completion (para. 36) | UNSOS continues to regularly review and present its construction programme as part of its budget submission. The present submission incorporates the plans for various sector headquarters, AMISOM battalion locations, the expansion of the Mombasa Support Base and civilian accommodation in Mogadishu |

| *Decision request* | *Action taken to implement decision request* |
|---|---|
| Recalls paragraphs 137 and 143 of the report of the Advisory Committee on Administrative and Budgetary Questions (A/69/839), welcomes the ongoing roll-out of the aviation information management system across all peacekeeping operations with aviation assets, and looks forward to further reporting on the improvements realized in air operations (para. 37) | UNSOS is currently working on uploading and maintaining a working database that can track all aircraft movements, enabling the mission to obtain all of the information on a particular flight for analysis or quality assurance. Additionally, all aircraft are now linked with the Strategic Air Operations Centre as part of the global field support strategy, and UNSOS is considering development of further electronic flight request modules |
| Notes the often dangerous and hostile environment in which air crews working under contracts with the United Nations operate, requests the Secretary-General to consider measures to be implemented to strengthen the security of such crews, including confirming that the appropriate lines of responsibility for the handling of related security aspects are in place, and to report thereon in the context of his next report on the overview of the financing of the United Nations peacekeeping operations (para. 38) | The revised international standards for casualty response included in the new Medical Support Manual, coupled with the establishment of a health-care quality performance framework and a quality, safety and risk committee to provide oversight and governance, will advance efforts to ensure that consistent and quality care is provided to personnel in peacekeeping missions |
| **Special measures for protection from sexual exploitation and sexual abuse** | |
| Also recalls paragraph 21 of its resolution 69/272 of 2 April 2015, encourages the Secretary-General to continue his efforts to strengthen accountability in all sectors of field missions, and, to this end urges the Secretary-General and Member States to undertake all relevant actions within their respective areas of competence, including holding perpetrators' accountable (para. 50) | UNSOS is at all times prepared to investigate any allegations of sexual exploitation and abuse. If, after an investigation, there is evidence to support allegations of sexual exploitation or sexual abuse, the perpetrators will be dealt with in accordance with the rules of the Organization, and UNSOS may refer the cases to national authorities for criminal prosecution in consultation with the Office of Human Resources Management and the Office of Legal Affairs |
| Requests the Secretary-General to ensure the availability of easily accessible reporting mechanisms for victims of sexual exploitation and sexual abuse (para. 51) | Owing to the security situation in Somalia, the movement of personnel is highly restricted, and as a result, there is limited to no interaction with the host country population. As the security improves and interactions commence, UNSOS will work to put in place easily accessible reporting mechanisms for victims of sexual exploitation and sexual abuse |
| Requests the Secretary-General to make further efforts to ensure that all personnel are made fully aware of, and remain compliant with, their personal responsibilities regarding the Organization's policy of zero tolerance, upon their arrival in the mission and throughout their deployment (para. 54) | UNSOS continues to conduct induction briefing for all personnel joining the Support Office. The briefing includes a session on prevention of sexual exploitation and abuse, during which each newly arrived staff member is given a copy of Secretary-General's bulletin ST/SGB/2003/13 on special measures for protection from sexual exploitation and sexual abuse. Additionally, UNSOS holds refresher sessions for all staff categories on an annual basis |

## B. Advisory Committee on Administrative and Budgetary Questions

**Financing of the activities arising from Security Council resolution 1863 (2009)**

(A/69/839/Add.14)

| *Request/recommendation* | *Action taken to implement request/recommendation* |
|---|---|
| The Advisory Committee encourages the Mission to continue to review replicative functions in its three locations (Nairobi, Mogadishu, and Mombasa), with a view to increasing consolidation where possible (para. 29) | UNSOA conducted a comprehensive review of its operations and structure as part of the strategic review in 2015. The review assessed the performance of UNSOS against the core objectives for the delivery of field support, namely, effectiveness, responsiveness, efficiency and responsible stewardship. In its resolution 2245 (2015), the Security Council welcomed the recommendations of the review, which included an internal restructuring of UNSOS to bring it in line with the United Nations supply chain and service delivery policies for peace operations. UNSOS launched the pilot phase of the model in January 2016<br><br>The full implementation will start on 1 July 2016. In addition, a comprehensive assessment of the civilian staffing component was conducted as part of the strategic review, with the aim of adapting the staffing complement and structure to its mandate and the resultant expectations. The implementation of this assessment will augment existing support functions and establish new capacities in areas previously not serviced. As a result, UNSOS is confident that it has consolidated functions to the degree possible |
| The Committee reiterates that resources for official travel should be utilized judiciously in the interest of the Organization and that the primary consideration in authorizing official travel should be whether direct face-to-face contact is necessary for mandate implementation. If not, then alternative means of communication should be employed (A/69/787, para. 29) (para. 34) | UNSOS continues to review each official trip based on its own merit and how it can assist in supporting UNSOS clients and implement its mandate. The utilization of alternative means of communication has increased greatly since the inception of UNSOS, but there remains a need for travel and face-to-face meetings as the most effective means of communicating |
| Furthermore, the Advisory Committee is of the view that measures, such as consolidation of trips and alternative means of communication, will not only contribute to a more efficient use of financial resources but also reduce the disruptive effect that frequent or extended absences from missions can have on the day-to-day work of staff and on effective programme delivery (see also A/68/782, para. 199) (para. 35) | The implementation of the supply chain and service delivery model will result in a greater number of staff located in Somalia, which, moving forward, could reduce the overall travel requirement. However, the presence in sectors is still expected to be lean until more adequate and more secure facilities are completed to enable a larger presence |

| *Request/recommendation* | *Action taken to implement request/recommendation* |
|---|---|
| The Advisory Committee recommends that the General Assembly request the Secretary-General to provide more detailed information on the practical arrangements for the implementation of, and the operational impact on, the cost-sharing arrangements, including actual requirements of UNSOA, UNSOM and the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA), in the budget proposals for the period 2016/17 with a view to facilitating a better understanding for the General Assembly of the arrangements involved (para. 43) | The strategic review conducted in 2015 confirmed that UNSOS has been able to deliver very efficient services by pioneering the "light footprint" concept and outsourcing model. This approach has brought real gains and flexibility in respect of operating in high-risk environments, enabling an increase in the programmatic footprint on the ground. One of the material measures for enhancing efficiency across the associated missions is sharing of resources, which is carried out by UNSOS and UNSOM primarily in the areas of aviation, engineering/construction and medical services. Cost sharing of such services is generally based on the number of personnel, while the budget is based on past consumption patterns and actual expenditure charged according to actual staff levels |
| The Advisory Committee is of the view that UNSOA should make further efforts to align its holdings of computing devices with the standard ratios, including the consideration of computers for shared use by staff members visiting its offices at Nairobi and Mogadishu. The Committee recommends that the General Assembly request the Secretary-General to report on the progress in this regard in the proposed budget for the Mission for 2016/17 (para. 46) | UNSOS continues to review its holding of computing devices to ensure compliance with set standard ratios. In doing so, UNSOS has taken steps to identify devices that are in its inventory but not in usable condition or beyond repair in order to be able to write off these devices. In addition, UNSOS is now issuing only laptop computing devices to ensure that personnel are able to deploy with their issued computing devices to different locations, as needed |

# Annex I

## Definitions

### A. Terminology related to proposed changes in human resources

The following terminology has been applied with respect to proposed changes in human resources (see sect. I):

- **Post establishment**. A new post is proposed for establishment when additional resources are necessary and when it is not possible to redeploy resources from other offices or otherwise accommodate specific activities from within existing resources.
- **Post reassignment**. An approved post that was intended to cover a certain function is proposed for implementation of other priority mandated activities unrelated to the original function. While a post reassignment may involve a change of location or office, it does not change the category or level of the post.
- **Post redeployment**. An approved post is proposed for redeployment to cover comparable or related functions in another office.
- **Post reclassification**. An approved post is proposed for reclassification (upgrading or downgrading) when the duties and responsibilities of the post have changed substantially.
- **Post abolishment**. An approved post is proposed for abolition if it is no longer needed to implement the activities for which it was approved or in order to implement other priority mandated activities within the mission.
- **Post conversion**. Three possible options for post conversion are described directly below:
    - Conversion of general temporary assistance positions to posts: approved positions financed under general temporary assistance are proposed for conversion to posts if the functions being performed are of a continuing nature.
    - Creation of a national staff post for individual contractors or individuals on procurement contracts : taking into account the continuing nature of certain functions, in line with section VIII, paragraph 11, of General Assembly resolution 59/296, it is proposed that national staff posts be created for individual contractors or individuals on procurement contracts.
    - Conversion of international staff posts to national staff posts: approved international staff posts are proposed for conversion to national staff posts.

## B. Terminology related to variance analysis

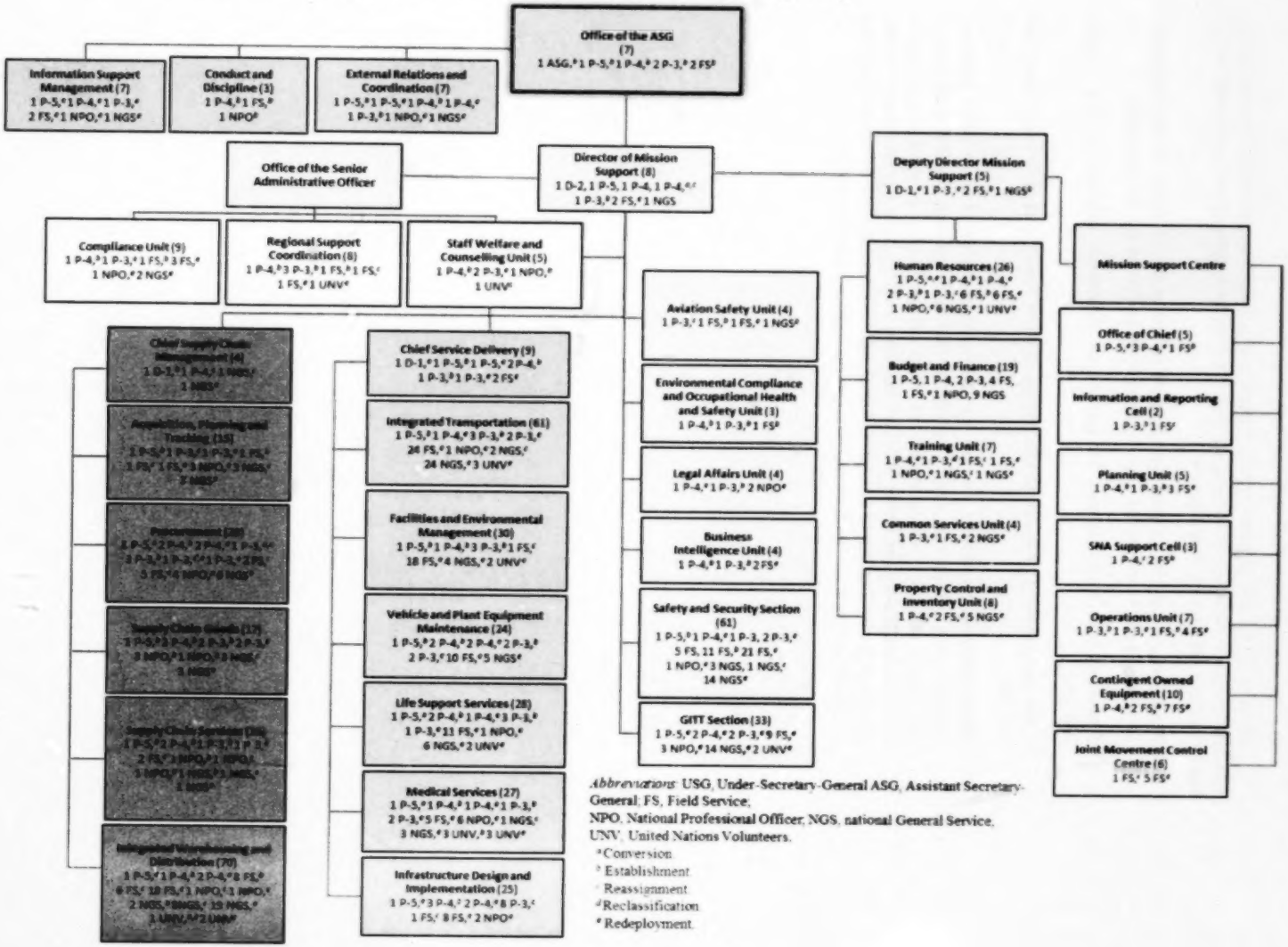
Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

- **Mandate**: variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate
- **External**: variances caused by parties or situations external to the United Nations
- **Cost parameters**: variances caused by United Nations regulations, rules and policies
- **Management**: variances caused by management actions to achieve planned results more effectively (e.g., by reprioritizing or adding certain outputs) or efficiently (e.g., by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g., by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment)

# Annex II

## Organization charts

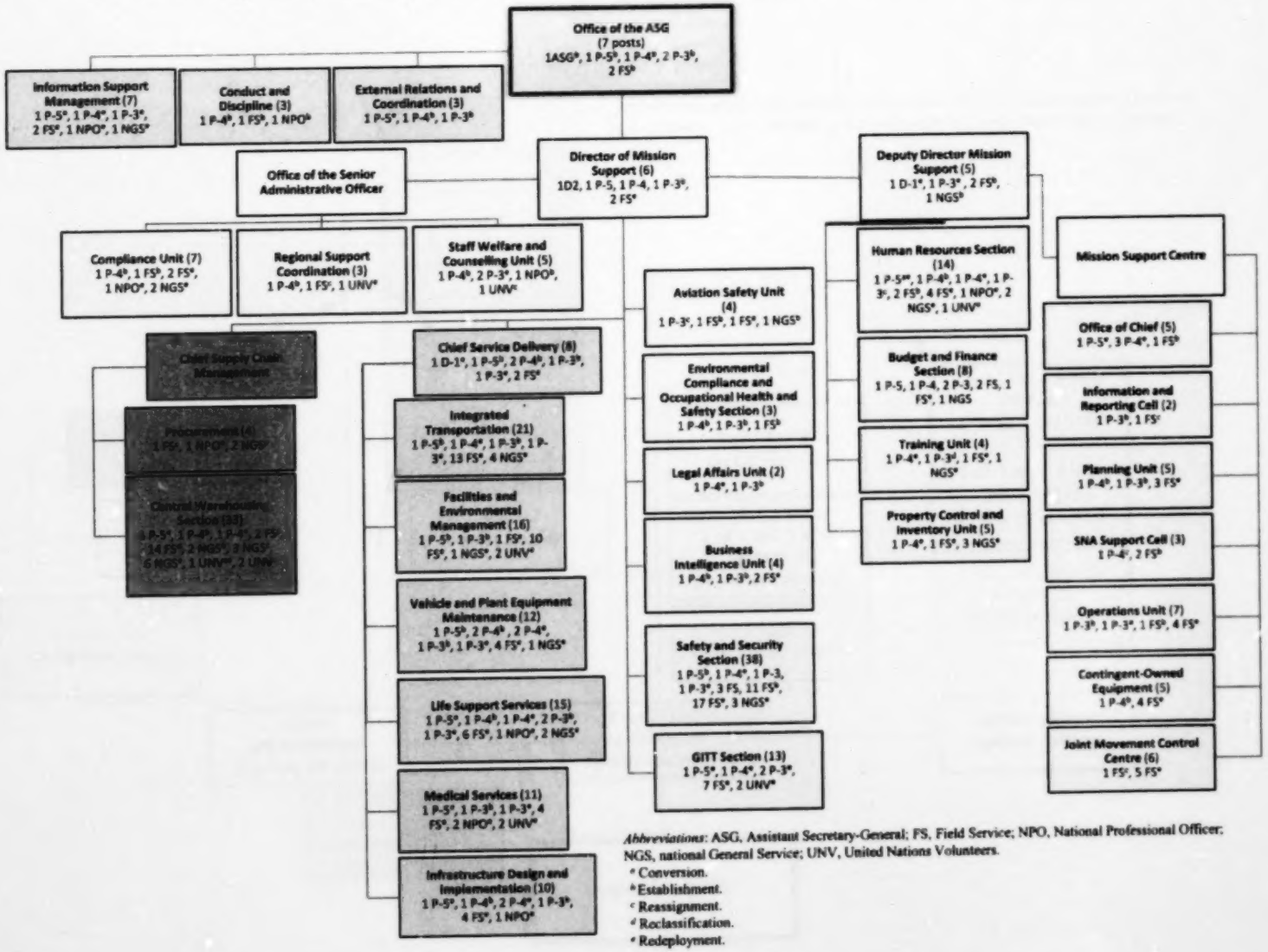
### A. United Nations Support Office in Somalia, overall (621 posts)


Office of the ASG (7)
1 ASG,[b] 1 P-5,[c] 1 P-4,[b] 2 P-3,[b] 2 FS[b]
Information Support Management (7)
1 P-5,[c] 1 P-4,[c] 1 P-3,[e] 2 FS,[c] 1 NPO,[c] 1 NGS[e]
Conduct and Discipline (3)
1 P-4,[b] 1 FS,[b] 1 NPO[b]
External Relations and Coordination (7)
1 P-5,[b] 1 P-5,[c] 1 P-4,[b] 1 P-4,[c] 1 P-3,[b] 1 NPO,[c] 1 NGS[c]
Office of the Senior Administrative Officer
Director of Mission Support (8)
1 D-2, 1 P-5, 1 P-4, 1 P-4,[d,c] 1 P-3,[b] 2 FS,[c] 1 NGS
Deputy Director Mission Support (5)
1 D-1,[c] 1 P-3,[c] 2 FS,[b] 1 NGS[b]
Compliance Unit (9)
1 P-4,[b] 1 P-3,[c] 1 FS,[b] 3 FS,[c] 1 NPO,[c] 2 NGS[e]
Regional Support Coordination (8)
1 P-4,[b] 3 P-3,[b] 1 FS,[b] 1 FS,[c] 1 FS,[c] 1 UNV[e]
Staff Welfare and Counselling Unit (5)
1 P-4,[b] 2 P-3,[c] 1 NPO,[b] 1 UNV[b]
Aviation Safety Unit (4)
1 P-3,[c] 1 FS,[b] 1 FS,[c] 1 NGS[b]
Environmental Compliance and Occupational Health and Safety Unit (3)
1 P-4,[b] 1 P-3,[b] 1 FS[b]
Legal Affairs Unit (4)
1 P-4,[c] 1 P-3,[b] 2 NPO[e]
Business Intelligence Unit (4)
1 P-4,[b] 1 P-3,[b] 2 FS[e]
Safety and Security Section (61)
1 P-5,[b] 1 P-4,[c] 1 P-3, 2 P-3,[c] 5 FS, 11 FS,[b] 21 FS,[c] 1 NPO,[c] 3 NGS, 1 NGS,[c] 14 NGS[e]
GITT Section (33)
1 P-5,[c] 2 P-4,[c] 2 P-3,[c] 9 FS,[c] 3 NPO,[c] 14 NGS,[c] 2 UNV[e]
Human Resources (26)
1 P-5,[a,c] 1 P-4,[b] 1 P-4,[c] 2 P-3,[b] 1 P-3,[c] 6 FS,[b] 6 FS,[c] 1 NPO,[c] 6 NGS,[c] 1 UNV[e]
Budget and Finance (19)
1 P-5, 1 P-4, 2 P-3, 4 FS, 1 FS,[c] 1 NPO, 9 NGS
Training Unit (7)
1 P-4,[c] 1 P-3,[d] 1 FS,[c] 1 FS,[c] 1 NPO,[c] 1 NGS,[c] 1 NGS[e]
Common Services Unit (4)
1 P-3,[c] 1 FS,[c] 2 NGS[e]
Property Control and Inventory Unit (8)
1 P-4,[c] 2 FS,[c] 5 NGS[e]
Mission Support Centre
Office of Chief (5)
1 P-5,[c] 3 P-4,[c] 1 FS[b]
Information and Reporting Cell (2)
1 P-3,[b] 1 FS[e]
Planning Unit (5)
1 P-4,[b] 1 P-3,[b] 3 FS[e]
SNA Support Cell (3)
1 P-4,[c] 2 FS[b]
Operations Unit (7)
1 P-3,[b] 1 P-3,[c] 1 FS,[b] 4 FS[e]
Contingent Owned Equipment (10)
1 P-4,[b] 2 FS,[b] 7 FS[e]
Joint Movement Control Centre (6)
1 FS,[c] 5 FS[e]
Chief Service Delivery (9)
1 D-1,[c] 1 P-5,[b] 1 P-5,[c] 2 P-4,[b] 1 P-3,[b] 1 P-3,[c] 2 FS[e]
Integrated Transportation (61)
1 P-5,[b] 1 P-4,[c] 3 P-3,[b] 2 P-3,[c] 24 FS,[c] 1 NPO,[c] 2 NGS,[c] 24 NGS,[c] 3 UNV[e]
Facilities and Environmental Management (30)
1 P-5,[b] 1 P-4,[b] 3 P-3,[b] 1 FS,[c] 18 FS,[c] 4 NGS,[c] 2 UNV[e]
Vehicle and Plant Equipment Maintenance (24)
1 P-5,[b] 2 P-4,[b] 2 P-4,[c] 2 P-3,[b] 2 P-3,[c] 10 FS,[b] 5 NGS[e]
Life Support Services (28)
1 P-5,[c] 2 P-4,[b] 1 P-4,[c] 3 P-3,[b] 1 P-3,[c] 11 FS,[c] 1 NPO,[c] 6 NGS,[c] 2 UNV[e]
Medical Services (27)
1 P-5,[b] 1 P-4,[b] 1 P-4,[c] 1 P-3,[b] 2 P-3,[c] 5 FS,[c] 6 NPO,[c] 1 NGS,[c] 3 NGS,[c] 3 UNV,[b] 3 UNV[e]
Infrastructure Design and Implementation (25)
1 P-5,[c] 3 P-4,[c] 2 P-4,[b] 8 P-3,[c] 1 FS,[c] 8 FS,[c] 2 NPO[e]

*Abbreviations*: USG, Under-Secretary-General; ASG, Assistant Secretary-General; FS, Field Service; NPO, National Professional Officer; NGS, national General Service; UNV, United Nations Volunteers.

[a] Conversion.
[b] Establishment.
[c] Reassignment.
[d] Reclassification.
[e] Redeployment.

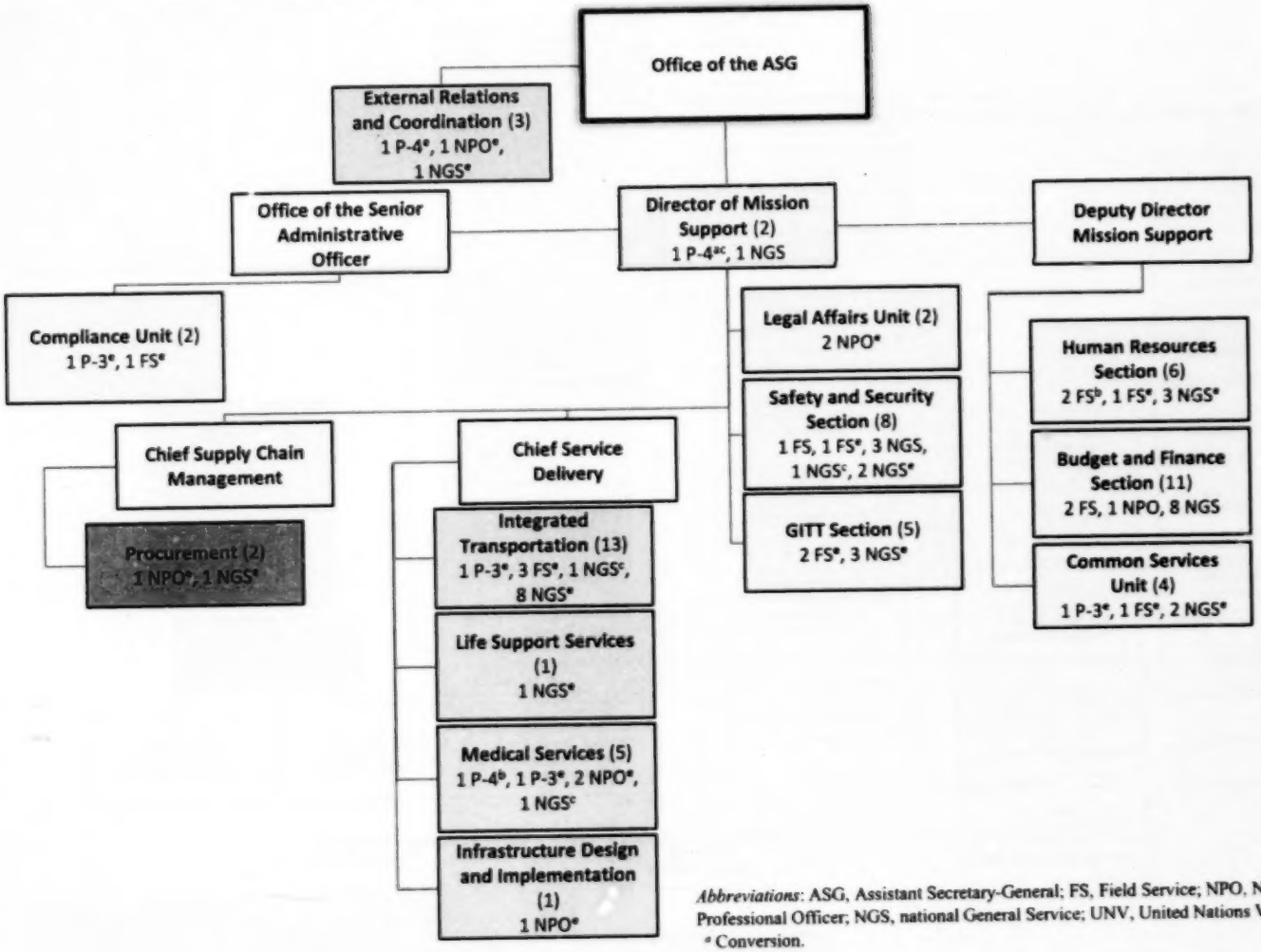
## B. United Nations Support Office in Somalia, Mogadishu (304 posts)


Office of the ASG (7 posts) 1ASG[a], 1 P-5[b], 1 P-4[a], 2 P-3[b], 2 FS[b]
Information Support Management (7) 1 P-5[a], 1 P-4[a], 1 P-3[a], 2 FS[a], 1 NPO[a], 1 NGS[a]
Conduct and Discipline (3) 1 P-4[b], 1 FS[b], 1 NPO[b]
External Relations and Coordination (3) 1 P-5[c], 1 P-4[b], 1 P-3[b]
Office of the Senior Administrative Officer
Director of Mission Support (6) 1D2, 1 P-5, 1 P-4, 1 P-3[a], 2 FS[a]
Deputy Director Mission Support (5) 1 D-1[a], 1 P-3[a], 2 FS[b], 1 NGS[b]
Compliance Unit (7) 1 P-4[b], 1 FS[b], 2 FS[a], 1 NPO[a], 2 NGS[a]
Regional Support Coordination (3) 1 P-4[b], 1 FS[c], 1 UNV[a]
Staff Welfare and Counselling Unit (5) 1 P-4[b], 2 P-3[a], 1 NPO[b], 1 UNV[c]
Chief Supply Chain Management
Procurement (4) 1 FS[c], 1 NPO[a], 2 NGS[a]
Central Warehousing Section (33) 1 P-3[a], 1 P-4[b], 1 P-4[a], 2 FS, 14 FS[a], 2 NGS[a], 3 NGS[c], 6 NGS[a], 1 UNV[a], 2 UNV
Chief Service Delivery (8) 1 D-1[a], 1 P-5[b], 2 P-4[b], 1 P-3[b], 1 P-3[a], 2 FS[a]
Integrated Transportation (21) 1 P-5[b], 1 P-4[a], 1 P-3[b], 1 P-3[a], 13 FS[a], 4 NGS[a]
Facilities and Environmental Management (16) 1 P-5[b], 1 P-3[b], 1 FS[b], 10 FS[a], 1 NGS[a], 2 UNV[a]
Vehicle and Plant Equipment Maintenance (12) 1 P-5[b], 2 P-4[b], 2 P-4[a], 1 P-3[b], 1 P-3[a], 4 FS[a], 1 NGS[a]
Life Support Services (15) 1 P-5[a], 1 P-4[b], 1 P-4[a], 2 P-3[b], 1 P-3[a], 6 FS[a], 1 NPO[a], 2 NGS[a]
Medical Services (11) 1 P-5[a], 1 P-3[b], 1 P-3[a], 4 FS[a], 2 NPO[a], 2 UNV[a]
Infrastructure Design and Implementation (10) 1 P-5[c], 1 P-4[b], 2 P-4[a], 1 P-3[b], 4 FS[a], 1 NPO[a]
Aviation Safety Unit (4) 1 P-3[a], 1 FS[b], 1 FS[a], 1 NGS[b]
Environmental Compliance and Occupational Health and Safety Section (3) 1 P-4[b], 1 P-3[b], 1 FS[b]
Legal Affairs Unit (2) 1 P-4[a], 1 P-3[b]
Business Intelligence Unit (4) 1 P-4[b], 1 P-3[b], 2 FS[a]
Safety and Security Section (38) 1 P-5[b], 1 P-4[a], 1 P-3, 1 P-3[a], 3 FS, 11 FS[b], 17 FS[a], 3 NGS[a]
GITT Section (13) 1 P-5[a], 1 P-4[a], 2 P-3[a], 7 FS[a], 2 UNV[a]
Human Resources Section (14) 1 P-5[dd], 1 P-4[b], 1 P-4[a], 1 P-3[a], 2 FS[b], 4 FS[a], 1 NPO[a], 2 NGS[a], 1 UNV[a]
Budget and Finance Section (8) 1 P-5, 1 P-4, 2 P-3, 2 FS, 1 FS[a], 1 NGS
Training Unit (4) 1 P-4[a], 1 P-3[d], 1 FS[a], 1 NGS[a]
Property Control and Inventory Unit (5) 1 P-4[a], 1 FS[a], 3 NGS[a]
Mission Support Centre
Office of Chief (5) 1 P-5[a], 3 P-4[a], 1 FS[b]
Information and Reporting Cell (2) 1 P-3[b], 1 FS[c]
Planning Unit (5) 1 P-4[b], 1 P-3[b], 3 FS[a]
SNA Support Cell (3) 1 P-4[c], 2 FS[b]
Operations Unit (7) 1 P-3[b], 1 P-3[a], 1 FS[b], 4 FS[a]
Contingent-Owned Equipment (5) 1 P-4[b], 4 FS[a]
Joint Movement Control Centre (6) 1 FS[c], 5 FS[a]

*Abbreviations*: ASG, Assistant Secretary-General; FS, Field Service; NPO, National Professional Officer; NGS, national General Service; UNV, United Nations Volunteers.

[a] Conversion.
[b] Establishment.
[c] Reassignment.
[d] Reclassification.
[e] Redeployment.

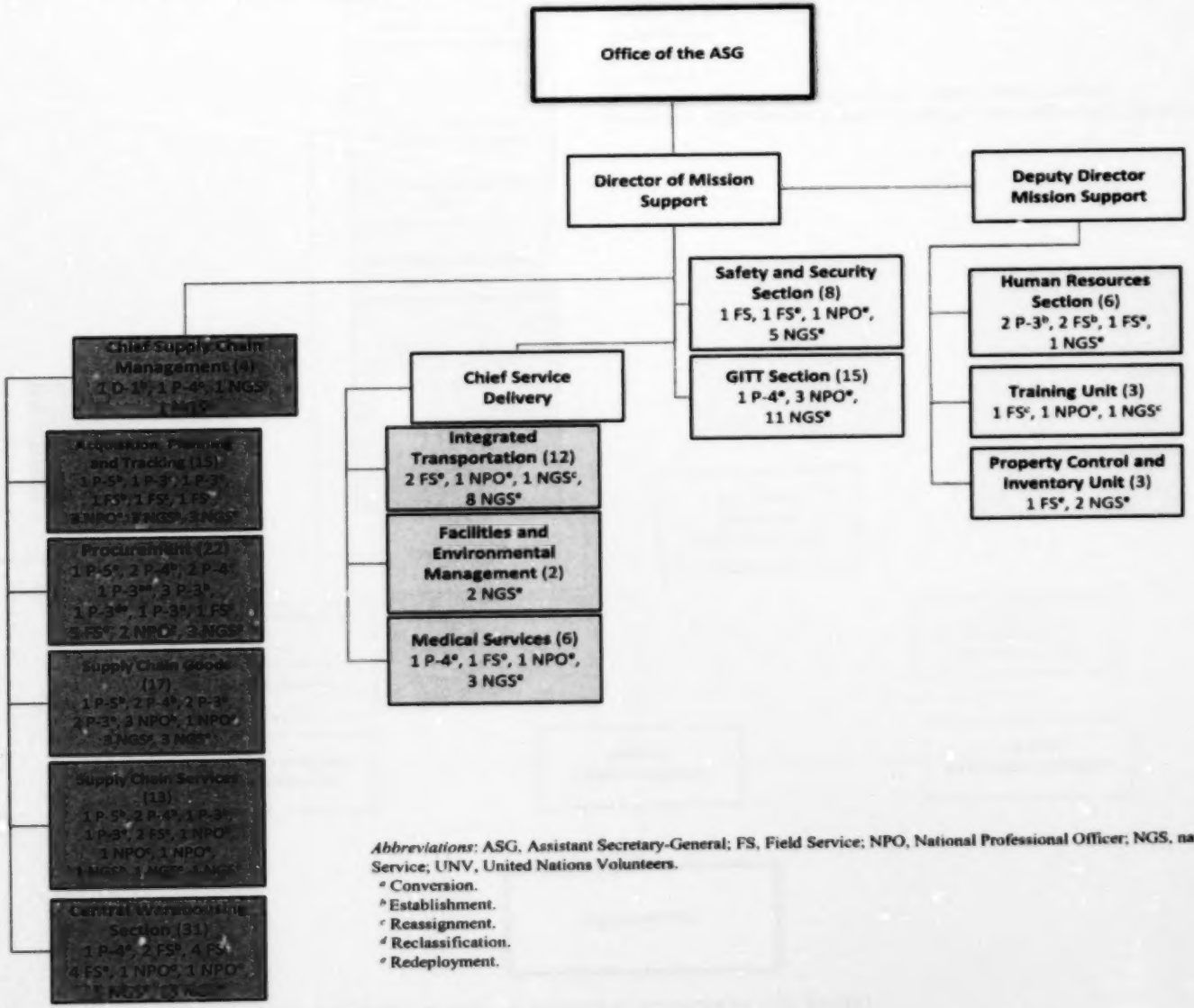
## C. United Nations Support Office in Somalia, Nairobi (65 posts)


Office of the ASG
External Relations and Coordination (3)
1 P-4[a], 1 NPO[a], 1 NGS[a]
Office of the Senior Administrative Officer
Director of Mission Support (2)
1 P-4[ac], 1 NGS
Deputy Director Mission Support
Compliance Unit (2)
1 P-3[a], 1 FS[a]
Legal Affairs Unit (2)
2 NPO[a]
Human Resources Section (6)
2 FS[b], 1 FS[a], 3 NGS[a]
Safety and Security Section (8)
1 FS, 1 FS[a], 3 NGS, 1 NGS[c], 2 NGS[a]
Budget and Finance Section (11)
2 FS, 1 NPO, 8 NGS
Chief Supply Chain Management
Chief Service Delivery
GITT Section (5)
2 FS[a], 3 NGS[a]
Procurement (2)
1 NPO[a], 1 NGS[a]
Integrated Transportation (13)
1 P-3[a], 3 FS[a], 1 NGS[c], 8 NGS[a]
Common Services Unit (4)
1 P-3[a], 1 FS[a], 2 NGS[a]
Life Support Services (1)
1 NGS[a]
Medical Services (5)
1 P-4[b], 1 P-3[a], 2 NPO[a], 1 NGS[c]
Infrastructure Design and Implementation (1)
1 NPO[a]

*Abbreviations*: ASG, Assistant Secretary-General; FS, Field Service; NPO, National Professional Officer; NGS, national General Service; UNV, United Nations Volunteers.

[a] Conversion.
[b] Establishment.
[c] Reassignment.
[d] Reclassification.
[e] Redeployment.

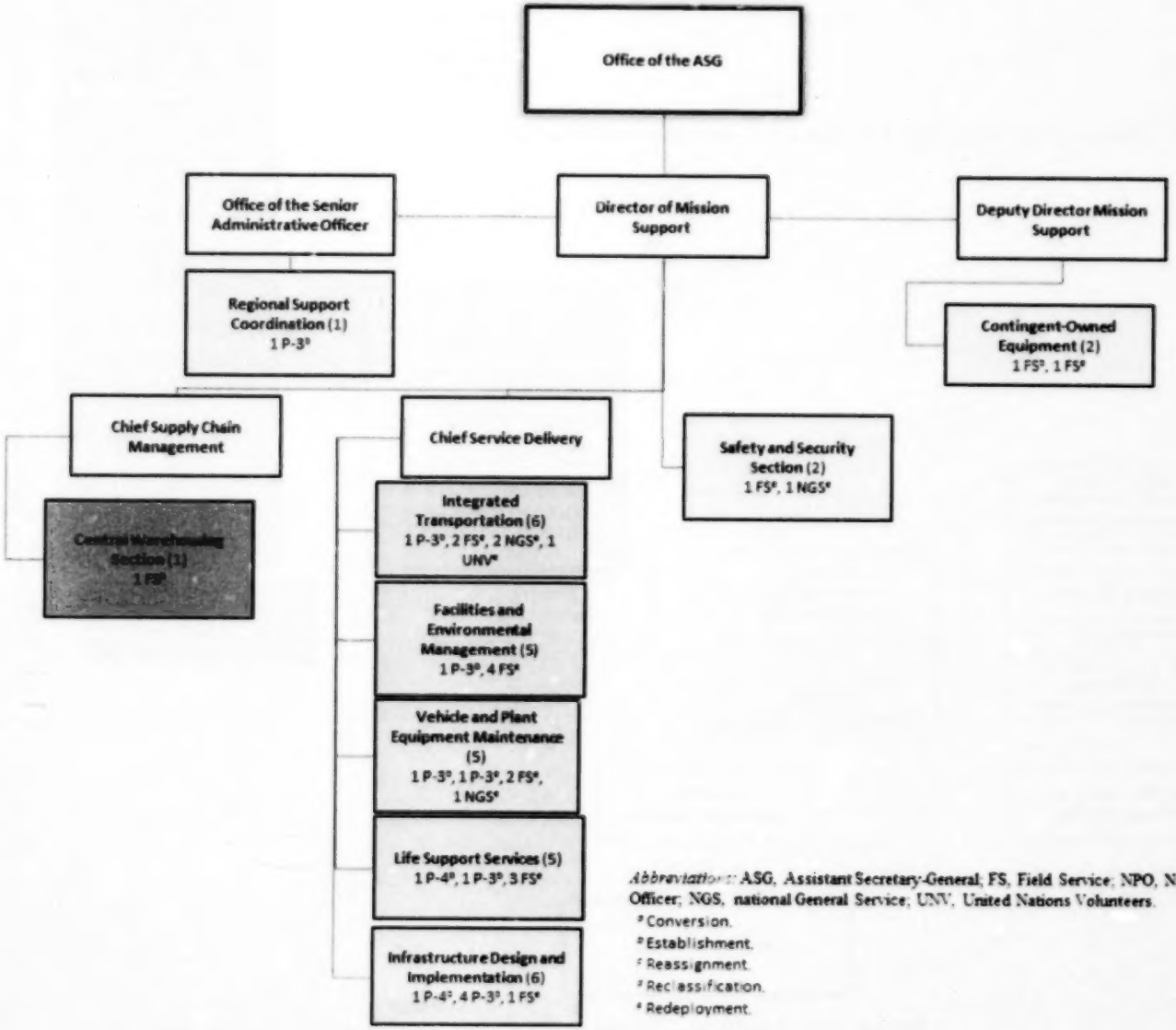
## D. United Nations Support Office in Somalia, Mombasa (157 posts)


Office of the ASG
Director of Mission Support
Deputy Director Mission Support
Safety and Security Section (8)
1 FS, 1 FS[e], 1 NPO[e], 5 NGS[e]
Human Resources Section (6)
2 P-3[b], 2 FS[b], 1 FS[e], 1 NGS[e]
GITT Section (15)
1 P-4[e], 3 NPO[e], 11 NGS[e]
Training Unit (3)
1 FS[c], 1 NPO[e], 1 NGS[c]
Property Control and Inventory Unit (3)
1 FS[e], 2 NGS[e]
Chief Supply Chain Management (4)
1 D-1[b], 1 P-4[e], 1 NGS[e], 1 NV[b]
Chief Service Delivery
Integrated Transportation (12)
2 FS[e], 1 NPO[e], 1 NGS[c], 8 NGS[e]
Facilities and Environmental Management (2)
2 NGS[e]
Medical Services (6)
1 P-4[e], 1 FS[e], 1 NPO[e], 3 NGS[e]
Acquisition, Planning and Tracking (15)
1 P-5[b], 1 P-3[c], 1 P-3[e], 1 FS[b], 1 FS[c], 1 FS[e], 2 NPO[e], 2 NGS[b], 3 NGS[e]
Procurement (22)
1 P-5[e], 2 P-4[b], 2 P-4[e], 1 P-3[dd], 3 P-3[b], 1 P-3[dd], 1 P-3[e], 1 FS[b], 5 FS[e], 2 NPO[e], 3 NGS[e]
Supply Chain Goods (17)
1 P-5[b], 2 P-4[b], 2 P-3[b], 2 P-3[e], 3 NPO[e], 1 NPO[d], 3 NGS[e], 3 NGS[b]
Supply Chain Services (13)
1 P-5[b], 2 P-4[b], 1 P-3[b], 1 P-3[e], 2 FS[e], 1 NPO[b], 1 NPO[e], 1 NPO[d], 1 NGS[b], 1 NGS[d], 1 NGS[e]
Central Warehousing Section (31)
1 P-4[e], 2 FS[b], 4 FS[e], 1 NPO[b], 1 NPO[e], 1 NGS[b], 3 NGS[e]

*Abbreviations*: ASG, Assistant Secretary-General; FS, Field Service; NPO, National Professional Officer; NGS, national General Service; UNV, United Nations Volunteers.

[a] Conversion.
[b] Establishment.
[c] Reassignment.
[d] Reclassification.
[e] Redeployment.

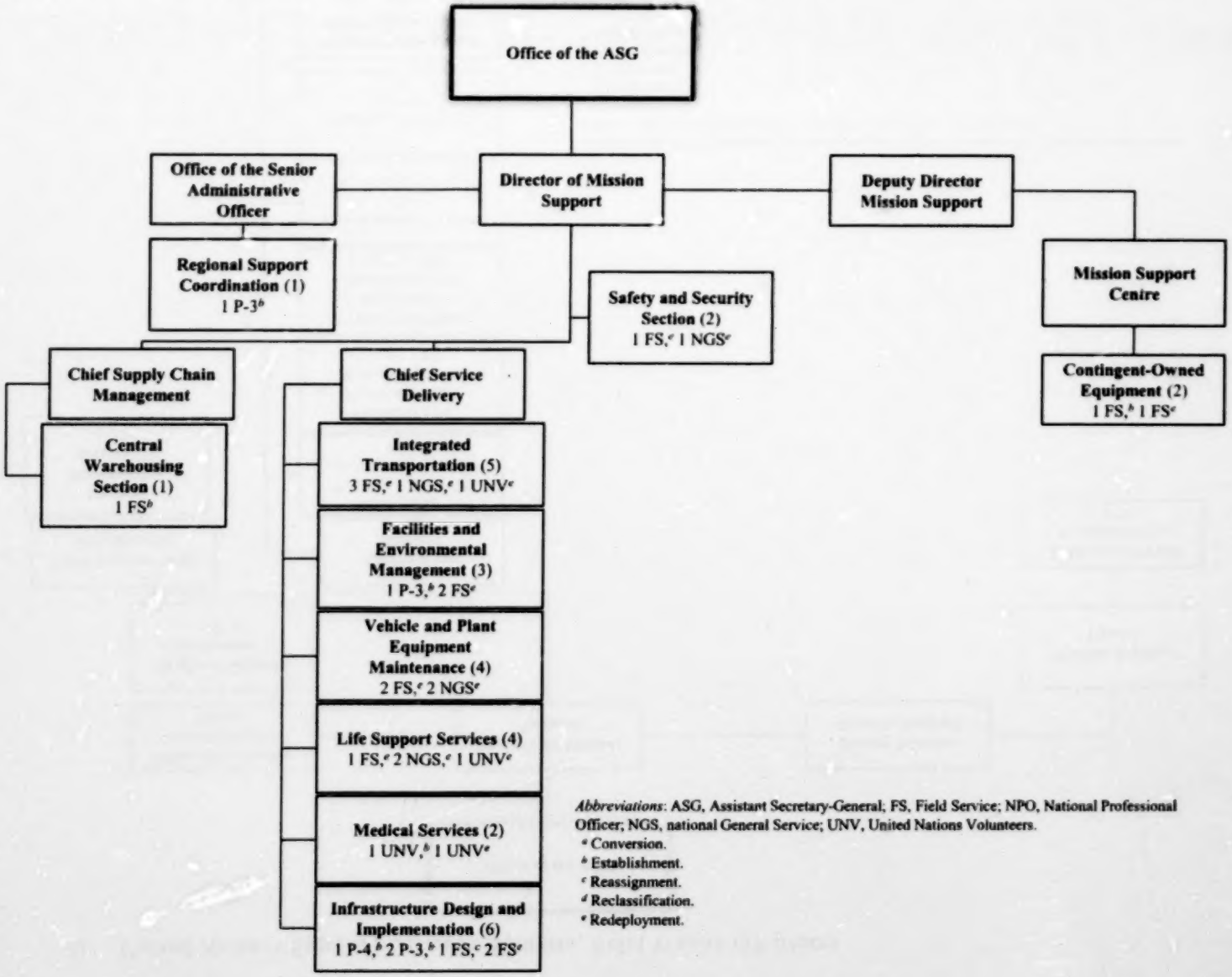
## E. United Nations Support Office in Somalia, Kismaayo (33 posts)


Office of the ASG
Office of the Senior Administrative Officer
Director of Mission Support
Deputy Director Mission Support
Regional Support Coordination (1)
1 P-3[b]
Contingent-Owned Equipment (2)
1 FS[b], 1 FS[e]
Chief Supply Chain Management
Chief Service Delivery
Safety and Security Section (2)
1 FS[e], 1 NGS[e]
Central Warehousing Section (1)
1 FS[b]
Integrated Transportation (6)
1 P-3[b], 2 FS[e], 2 NGS[e], 1 UNV[e]
Facilities and Environmental Management (5)
1 P-3[b], 4 FS[e]
Vehicle and Plant Equipment Maintenance (5)
1 P-3[b], 1 P-3[e], 2 FS[e], 1 NGS[e]
Life Support Services (5)
1 P-4[b], 1 P-3[b], 3 FS[e]
Infrastructure Design and Implementation (6)
1 P-4[a], 4 P-3[b], 1 FS[e]

*Abbreviations*: ASG, Assistant Secretary-General; FS, Field Service; NPO, National Professional Officer; NGS, national General Service; UNV, United Nations Volunteers.

[a] Conversion.
[b] Establishment.
[c] Reassignment.
[d] Reclassification.
[e] Redeployment.

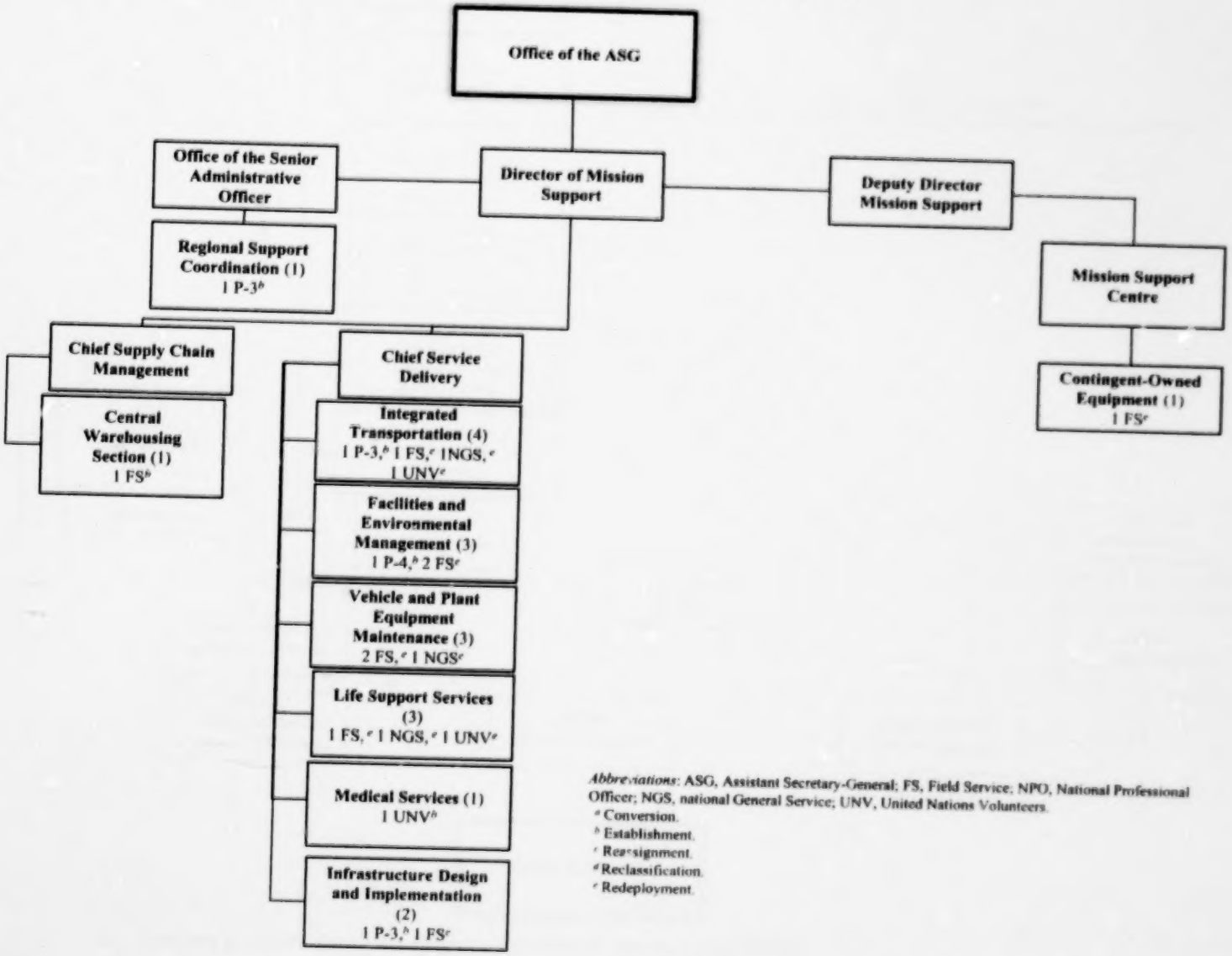
## F. United Nations Support Office in Somalia, Baidoa (30 posts)


Office of the ASG
Office of the Senior Administrative Officer
Director of Mission Support
Deputy Director Mission Support
Regional Support Coordination (1)
1 P-3[b]
Safety and Security Section (2)
1 FS,[c] 1 NGS[c]
Mission Support Centre
Contingent-Owned Equipment (2)
1 FS,[b] 1 FS[e]
Chief Supply Chain Management
Central Warehousing Section (1)
1 FS[b]
Chief Service Delivery
Integrated Transportation (5)
3 FS,[c] 1 NGS,[c] 1 UNV[c]
Facilities and Environmental Management (3)
1 P-3,[b] 2 FS[e]
Vehicle and Plant Equipment Maintenance (4)
2 FS,[c] 2 NGS[e]
Life Support Services (4)
1 FS,[e] 2 NGS,[c] 1 UNV[e]
Medical Services (2)
1 UNV,[b] 1 UNV[e]
Infrastructure Design and Implementation (6)
1 P-4,[b] 2 P-3,[b] 1 FS,[c] 2 FS[e]

*Abbreviations*: ASG, Assistant Secretary-General; FS, Field Service; NPO, National Professional Officer; NGS, national General Service; UNV, United Nations Volunteers.

[a] Conversion.
[b] Establishment.
[c] Reassignment.
[d] Reclassification.
[e] Redeployment.

## G. United Nations Support Office in Somalia, Belet Weyne (19 posts)




*Abbreviations*: ASG, Assistant Secretary-General; FS, Field Service; NPO, National Professional Officer; NGS, national General Service; UNV, United Nations Volunteers.

[a] Conversion.

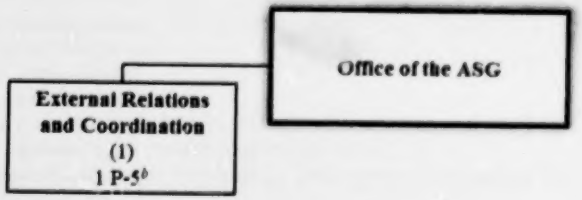
[b] Establishment.

[c] Reassignment.

[d] Reclassification.

[e] Redeployment.

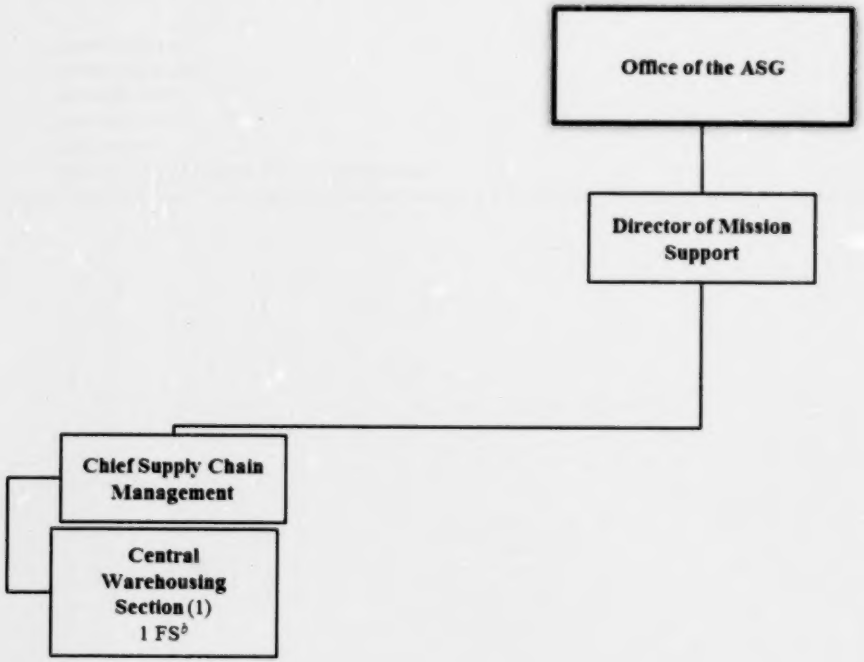
## H. United Nations Support Office in Somalia, Addis Ababa (1 post)




*Abbreviations*: ASG, Assistant Secretary-General; FS, Field Service; NPO, National Professional Officer; NGS, national General Service; UNV, United Nations Volunteers.

[a] Conversion.
[b] Establishment.
[c] Reassignment.
[d] Reclassification.
[e] Redeployment.

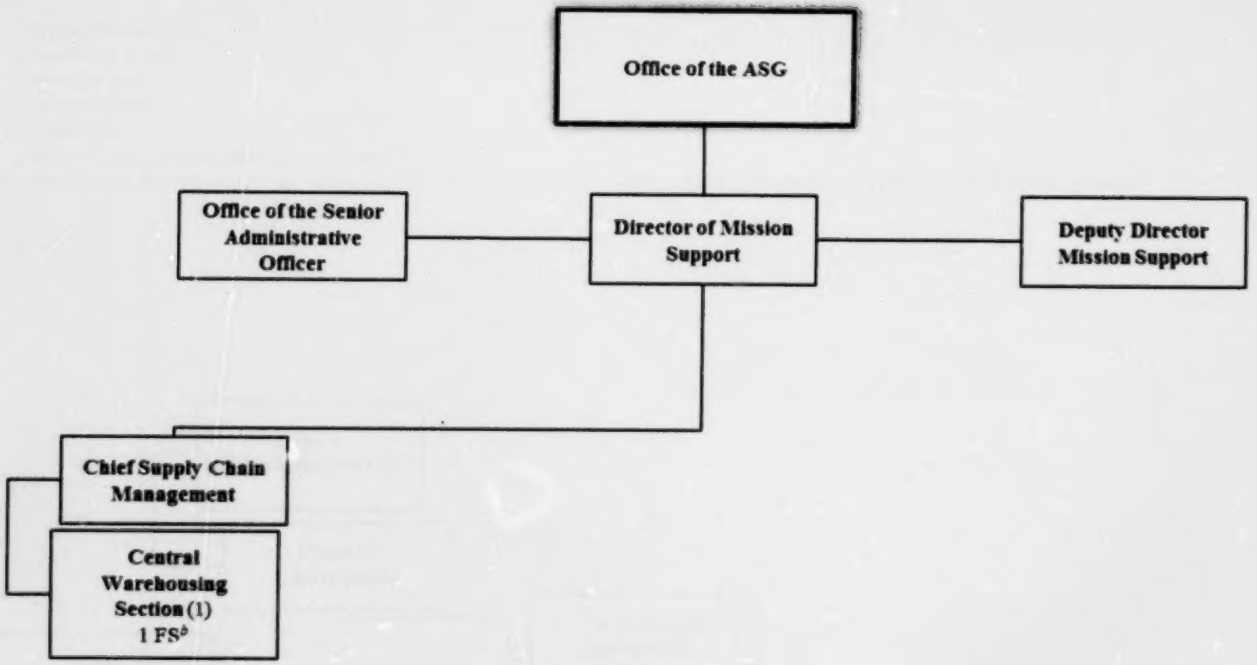
## I. United Nations Support Office in Somalia, Baledogle (1 post)




*Abbreviations*: ASG, Assistant Secretary-General; FS, Field Service; NPO, National Professional Officer; NGS, national General Service; UNV, United Nations Volunteers.

[a] Conversion.
[b] Establishment.
[c] Reassignment.
[d] Reclassification.
[e] Redeployment.

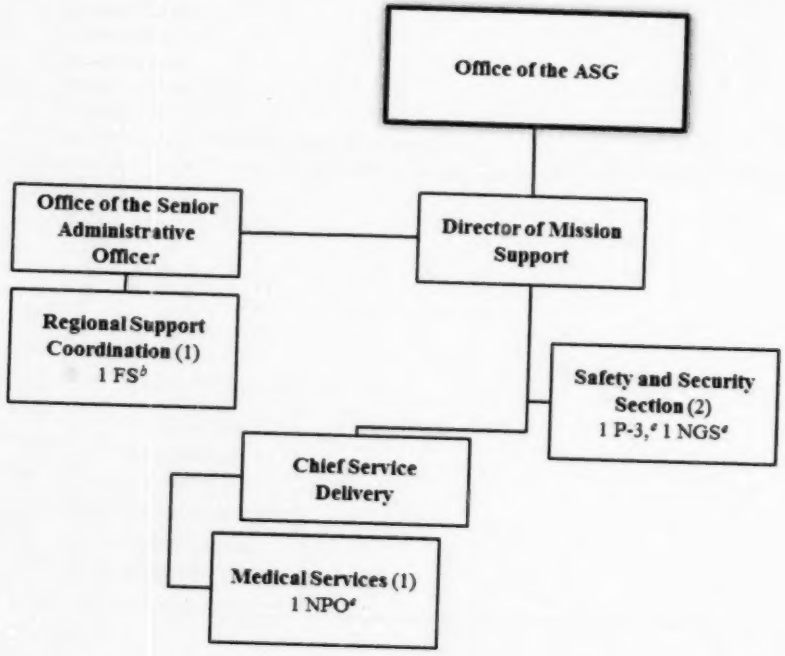
## J. United Nations Support Office in Somalia, Dhobley (1 post)


Office of the ASG
Office of the Senior Administrative Officer
Director of Mission Support
Deputy Director Mission Support
Chief Supply Chain Management
Central Warehousing Section (1)
1 FS[b]

*Abbreviations*: ASG, Assistant Secretary-General; FS, Field Service; NPO, National Professional Officer; NGS, national General Service; UNV, United Nations Volunteers.

[a] Conversion.
[b] Establishment.
[c] Reassignment.
[d] Reclassification.
[e] Redeployment.

## K. United Nations Support Office in Somalia, Garowe (4 posts)




*Abbreviations*: ASG, Assistant Secretary-General; FS, Field Service; NPO, National Professional Officer; NGS, national General Service; UNV, United Nations Volunteers.

[a] Conversion.

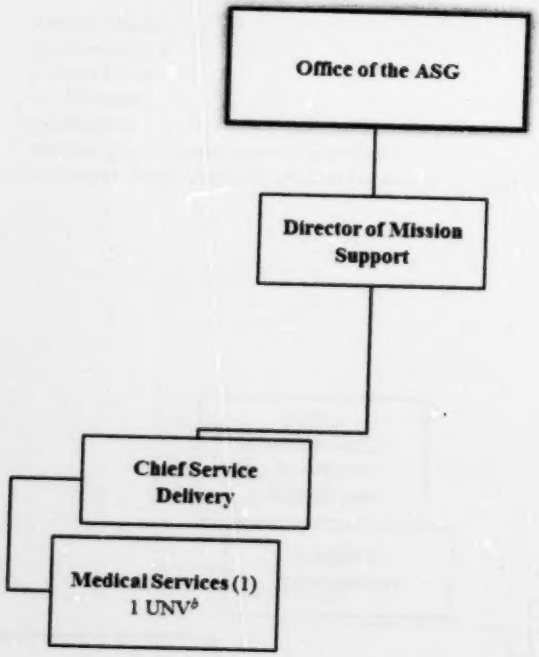
[b] Establishment.

[c] Reassignment.

[d] Reclassification.

[e] Redeployment.

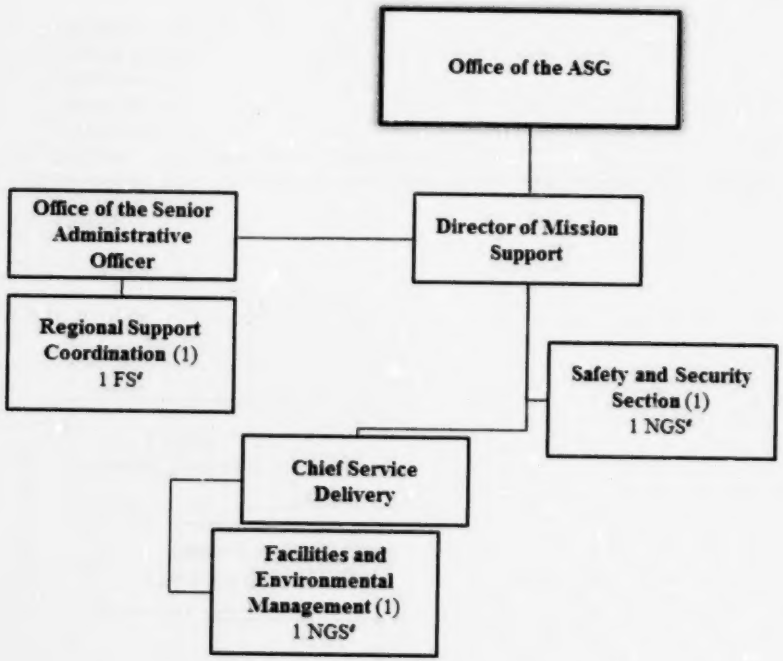
## L. United Nations Support Office in Somalia, Dussamareeb (1 post)




*Abbreviations*: ASG, Assistant Secretary-General; FS, Field Service; NPO, National Professional Officer; NGS, national General Service; UNV, United Nations Volunteers.

[a] Conversion.
[b] Establishment.
[c] Reassignment.
[d] Reclassification.
[e] Redeployment.

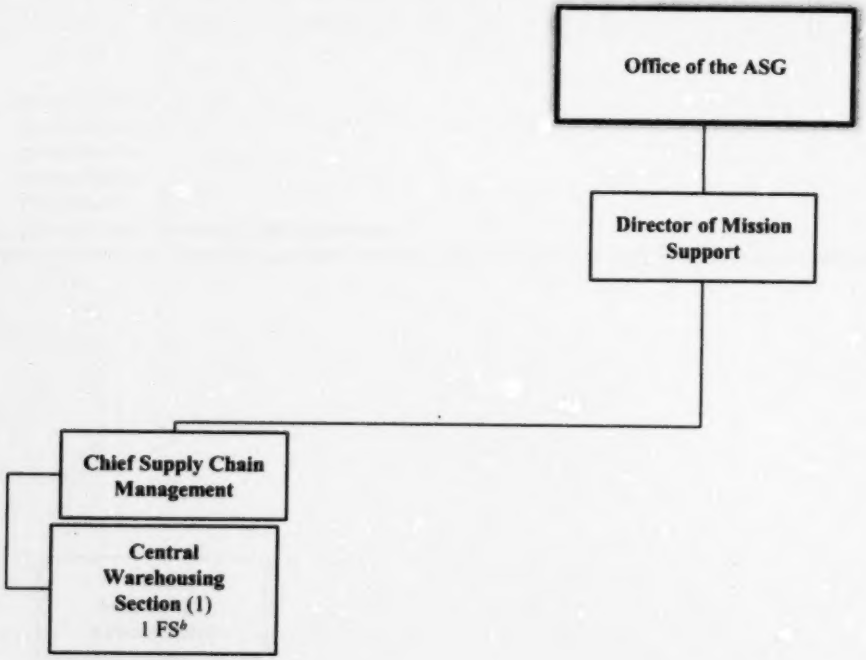
## M. United Nations Support Office in Somalia, Hargeisa (3 posts)




*Abbreviations*: ASG, Assistant Secretary-General; FS, Field Service; NPO, National Professional Officer; NGS, national General Service; UNV, United Nations Volunteers.

[a] Conversion.
[b] Establishment.
[c] Reassignment.
[d] Reclassification.
[e] Redeployment.

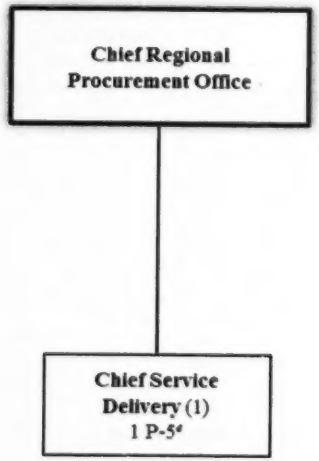
## N. United Nations Support Office in Somalia, Jowhar (1 post)




*Abbreviations*: ASG, Assistant Secretary-General; FS, Field Service; NPO, National Professional Officer; NGS, national General Service; UNV, United Nations Volunteers.

[a] Conversion.
[b] Establishment.
[c] Reassignment.
[d] Reclassification.
[e] Redeployment.

## O. United Nations Support Office in Somalia, Regional Procurement Office in Entebbe (1 post)




*Abbreviations*: ASG, Assistant Secretary-General; FS, Field Service; NPO, National Professional Officer; NGS, national General Service; UNV, United Nations Volunteers.

[a] Conversion.
[b] Establishment.
[c] Reassignment.
[d] Reclassification.
[e] Redeployment.